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Operations

COMMAND AND CONTROL (C2) RESPONSIBILITIES AND PROCEDURES

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This instruction implements AFPD 10-2, *Readiness*. It prescribes operational policies, facilities, and manpower requirements necessary for the Commander, Air Mobility Command (AMC/CC) to provide command and control of all AMC forces from fixed C2 facilities. It is directive upon all AMC units including the HQ AMC Tanker Airlift Control Center (TACC). This instruction applies to the Air National Guard (ANG) when published in the ANGIND 2, *Numerical Index of Air National Guard and Applicable Publications*; and Air Force Reserve Command (AFRC) when published in AFRCIND 2, *Numerical Index of Applicable Gaining Command Publications.* This instruction requires the maintenance of information protected by the Privacy Act of 1974, authorized by 10 U.S.C. 8013, Secretary of the Air Force: powers and duties; delegation by; System of records notice FO11 AF F (Locator, Registration and Postal Directory Files) applies. The use of the name or mark of any specific manufacturer, commercial product, commodity, or service in this publication does not imply endorsement by the Air Force.

SUMMARY OF REVISIONS

This document is substantially revised and must be completely reviewed.

It reflects terms used in AFI 10-207 for Command Post functional areas. All references to Operations Management Center (OMC) have been changed to Operations Control Function (OCF). The Tanker Airlift Emergency Actions Cell (TRANSCOM/AMC COMMAND CENTER EA Cell) has been redesignated as the TRANSCOM/AMC Command Center. All references to the TRANSCOM/AMC COMMAND CENTER EA Cell have been changed in this document. Numerous policy and procedural changes have been made to **Chapter 2**, *Functions and Procedure*, **Chapter 3**, *Personnel and Their Qualifications, and* **Chapter 4**, *Controller Training, Certification and Evaluation*. An example of these changes include implementing the requirement for an annual review of Quick Reaction Checklists, limiting the number of controller initiated QRC notifications, the requirement for command post (CP)/air mobility control center (AMCC) chiefs and superintendents to become certified, the adoption of mandatory proficiency shifts for all certified controllers and a clarification of policy regarding single controller

operations in AMC CPs and AMCCs. Deletions include the chapter covering the C2 Contingency Flight and the Maintenance Operations Center. In addition, the Self-Inspection Checklists have been moved to the DOOC Website, and the Conditions of Security Operations guidance (FPCON) has been moved to AFMAN 10-206, AMC Sup 1. Retain Chapter 12 of AMCI 10-202, Volume 2, dated 15 Sept 95 as a FPCON reference until AFMAN 10-206, AMC Sup 1 is published incorporating FPCON reporting guidance.

Chapter 1

ORGANIZATION AND RESPONSIBILITIES

Section 1A—Overview of the AMC C2 System

1.1. Purpose. The purpose of this chapter is to outline the organization of the AMC Command and Control (C2) System and define responsibilities within that organization. The focus will be on fixed C2 assets within the AMC C2 System, but will touch lightly on mobile C2 elements also. For additional information on mobile C2 operations, please see Volume 3 of this instruction.

1.2. General. The Commander, Air Mobility Command (AMC/CC) exercises command and control of AMC forces through a global structure of fixed and mobile facilities, known as the AMC C2 System. This structure provides the coordination link necessary to satisfy the commander's command responsibility, as a Transportation Operating Agency (TOA), to control and support AMC forces worldwide. These facilities, both fixed and mobile, are of diverse size and capability and are tailored to the scope of the airlift/aerial refueling effort and the echelon of AMC command and control that they support.

1.3. C2 Objectives. To provide positive and effective command and control of AMC assets in support of AMC's Global Reach Mission.

1.4. AMC C2 System. AMC's global command and control structure consists of both fixed and mobile facilities/functions. For a more comprehensive view of how the AMC C2 system is structured, to include organizational relationships, refer to AMCI 10-202, volume 1, *AMC Command and Control Operations.*

1.4.1. Fixed C2. Permanent facilities, spanning the globe that comprise the backbone of AMC C2. These facilities provide guidance and support for peacetime, exercise, contingency, and wartime operations.

1.4.1.1. Tanker Airlift Control Center (TACC). The TACC serves as the tasking, execution, and emergency actions agency for all activities involving assigned AMC forces, determines operational and mission requirements, then tasks assigned AMC subordinate units. It is the single link between the customer and the operational unit providing the service. The TACC as the MAJCOM representative is the highest level in the AMC C2 system and the primary interface with the USTRANSCOM Crisis Action System. From a central point, the TACC tasks, executes, and controls all AMC forces worldwide through a network of computer and communications systems. The TACC is organized into three cells: mission management/execution, which is handled by the East and West Cells, and EA functions, which are handled by the TRANSCOM/AMC Command Center, formerly known as the TACC Emergency Actions Cell.

1.4.1.1.1. The East and West Cells are organized geographically, as shown in **Figure 1.1.** Both the East and West Cells are responsible for the day-to-day execution of air mobility and airlift/air refueling resources. Each cell is designed to support aircraft in its assigned area of responsibility from mission execution to mission termination.

1.4.1.1.2. The USTRANSCOM/AMC Command Center is the single point of contact for Operational Reporting, USTRANSCOM/AMC emergency action message (EAM) processing and dissemination, receives, processes, and implements appropriate JCS, USTRANSCOM,

USSTRATCOM, Air Force, and AMC coded and clear text emergency action directives in its control of USTRANSCOM/AMC forces worldwide. In addition, the TRANSCOM/AMC Command Center serves as the single point of contact for OPREP reportable events occurring on TACC controlled missions away from home station and not near another C2 agency.

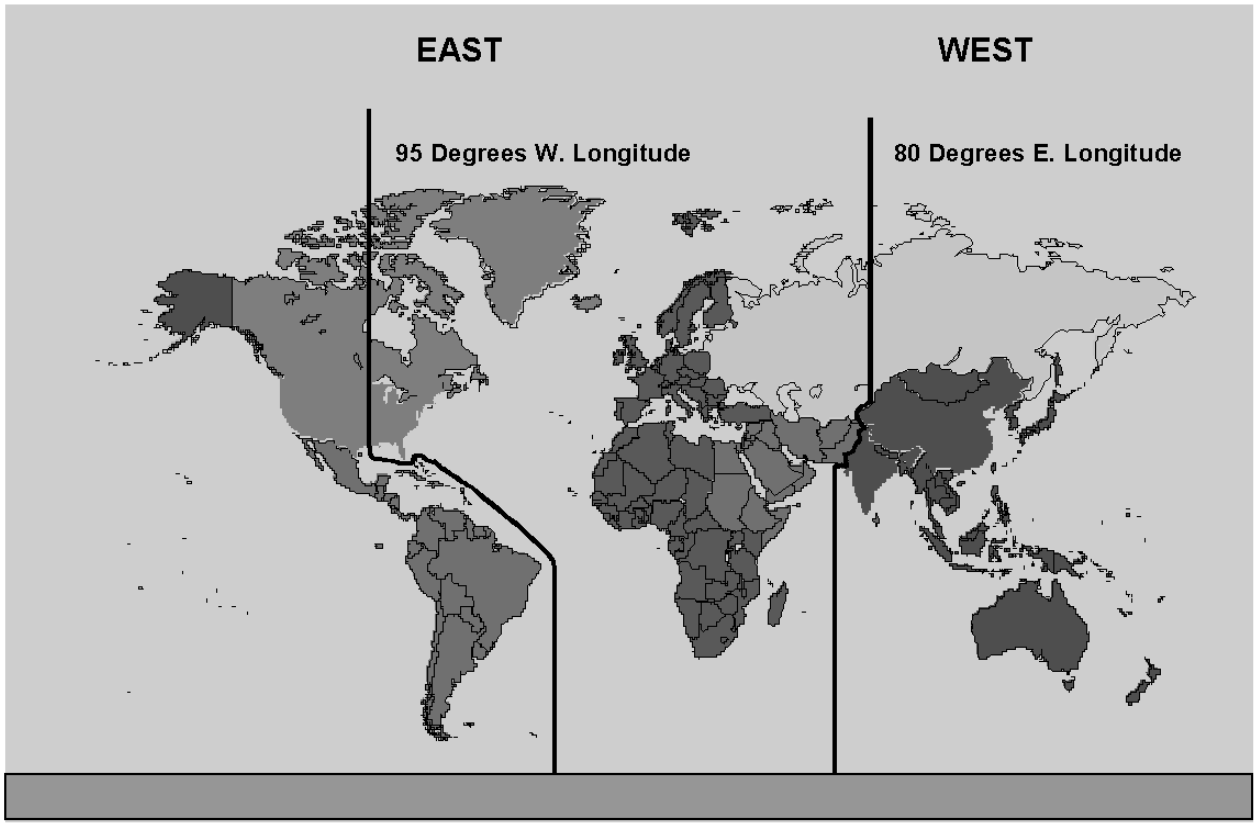
1.4.1.2. Unit Command Post (CP). A unit CP functions as an extension of the TACC and is the centralized command and control agency within CONUS for its parent organization. It is the agency through which commanders manage and direct ground support activities and control aircraft and aircrews operating AMC missions at its station. It is the focal point for coordination of all maintenance activity. The command post is also responsible for Emergency Actions Message (EAM) processing, operational reporting, and disaster relief coordination. Command and control responsibility for an airlift/refueling mission passes from the CP to the TACC when a mission initially launches.

1.4.1.3. Air Mobility Control Center (AMCC). En Route AMCCs are normally OCONUS agencies (exception: Dyess AFB AMCC) through which AMC manages and directs ground support activities and controls all aircraft and aircrews operating AMC missions through overseas locations. They provide global C2 support for AMC. These control centers operationally report directly to the TACC at Scott AFB, IL. Assigned personnel perform duties associated with the global strategic flow and report mission movement for theater forces operating AMC missions. AMCCs provide coordination for ground support activities to include maintenance, aerial port services, and operations for AMC missions transiting their station. C2 responsibility for an airlift/refueling mission passes from the AMCC to the TACC when a mission initially launches. A secondary function of the AMCC is to act as a communications relay point between the TACC and AMC aircrews. The TACC will exhaust all other means of communication with an aircrew prior to contacting an AMCC.

1.4.1.3.1. En-Route AMCCs will continually update the Air Mobility Operations Group Commander (AMOG/CC) via message/e-mail through the AMOG C2 representative concerning ongoing or planned AMCC C2 activities or operations to include AMCC C2 training, manning, communications, facilities, and any other issues deemed appropriate by the AMOG/CC.

1.4.1.3.2. En-route AMCCs will prepare all documentation for requests for reclama of taskings, grade/skill level waivers to TDY taskings, and forward to the AMOG C2 representative for review and approval by the AMOG/CC prior to upchanneling their requests to higher headquarters.

Figure 1.1. TACC Geographic Areas of Responsibility.



1.4.2. Air Mobility Element (AME). An AMC-provided strategic air mobility C2 element responsible to the TACC. Provides the forward-present element necessary to extend the AMC TACC as necessary to monitor and coordinate USTRANSCOM-assigned strategic air mobility operations supporting a theater or AOR. As focal point for strategic airlift, the AME works closely with the Airlift Coordination Cell (ALCC) to interface strategic airlift with theater airlift. The AME also monitors and coordinates for the TACC, the AMC forward-deployed forces Tanker Task Force (TTF), Tanker Airlift Control Element (TALCE), Mission Support Team (MST), etc., that support a theater commander, but remain under AMC control. When possible, the AME typically collocates with the Air Operations Center (AOC), if formed, and provides strategic airlift and air refueling expertise and advice to the Director of Mobility Forces (DIRMOBFOR). The AME remains under the operational control (OPCON) of the AMC/CC through the TACC/CC.

1.4.3. Tanker Airlift Control Element (TALCE). A provisional, deployed AMC organization established at fixed, en route, and deployed locations where AMC operational support is non-existent or insufficient. AMCI 10-202, Volume 4, describes TALCE operations. A TALCE provides continuing on-site management of AMC airfield operations including C2, communications, aerial port, maintenance, security, services, weather, finance, contracting and intelligence-the critical elements needed to ensure a safe and highly efficient airbase for all tanker and airlift operations. The TALCE is composed of mission support elements from various units and deploys in support of Special Assignment Airlift Mission (SAAM), Joint Airborne/Air Transportability Training (JA/ATT), tanker support, and contingency and emergency relief missions on both a planned and "no-notice" basis. A TALCE:

1.4.3.1. Is commanded by a rated officer, or a non-rated officer (86P special duty identifier, a Logistics officer, or an Aerial Port officer), certified as a TALCE Commander.

1.4.3.2. Has a TALCE Operations Center that serves as the focal point for deployed command, control and communications.

1.4.3.3. May include additional mission support elements (MSE), as required. These MSEs are organizationally subordinate to and under the direct command of the TALCE commander.

1.4.3.4. Is capable of conducting operations from either established facilities, including foreign and domestic airports or from remote and austere locations.

1.4.3.5. Provides minimum essential en route support for onload and offload operations and, where required, safety of flight maintenance and aircraft servicing.

1.4.4. Commander, Task Force-Tanker (CTF-294). The Commander, 15 AF (15 AF/CC) is dual-hatted as the Commander, Task Force-Tanker (CTF-294) for tanker Single Integrated Operational Plan (SIOP) generation.

1.5. Responsibilities:

1.5.1. The AMC Director of Operations (HQ AMC/DO) will provide policy guidance and C2 mission objectives to subordinate units.

1.5.1.1. HQ AMC/DOOC will:

1.5.1.1.1. Develop and publish AMC C2 policy and procedures.

1.5.1.1.2. Develop and publish AMC emergency action procedures IAW AMCI 10-202 Volume 5, *Emergency Actions Procedures* in support of the AMC Commander.

1.5.1.1.3. Develop AMC operational reporting guidance supplementing AFMAN 10-206, *Operational Reporting.*

1.5.1.1.4. Serve as the AMC 1C3X1 functional area manager.

1.5.1.1.5. Ensure unit manning complies with the Air Force Manpower Standard (AFMS) 135A for CPs and AFMS 13000 for AMCCs.

1.5.1.1.6. Source 1C3X1 personnel for temporary contingency operations requirements.

1.5.1.1.7. Develop and publish AMC Mission Reliability and Reporting guidance.

1.5.1.1.8. Serve as the cognizant authority for address indicator groups (AIG) 8017 and 8511.

1.5.1.1.9. Develop and publish AMC specific Status of Resources and Training System (SORTS) guidance.

1.5.1.1.10. Serve as the functional manager for AMC C2 systems.

1.5.1.1.11. Develop and publish AMC specific for Air Expeditionary Force (AEF) Readiness Reporting

1.5.2. Commanders will:

1.5.2.1. Ensure CP/AMCCs/TACC are organized, manned, trained, equipped, and operated IAW this instruction and AFI 10-207. The commander must ensure all enlisted controllers are placed on

Basic Allowance for Subsistence (BAS), particularly those shift workers residing in the dormitory since, IAW AFI 10-207, *Command Posts*, controllers must remain within the immediate vicinity of the command post during their tour of duty.

1.5.2.1.1. All CP/AMCC/TACC personnel identified by AFSC 1C3X1 are authorized the Rations in Kind Not Available rate of BAS. This is IAW Secretary of the Air Force directives and HQ USAF/DPRC message dated 290902Z Mar 99.

1.5.2.2. Empower CP/AMCC/TACC duty controllers to make decisions and execute procedures necessary to accomplish the unit and overall AMC mission.

1.5.3. CP/AMCC managers will:

1.5.3.1. Have overall administrative responsibility for the CP/AMCC and will ensure the facility receives the guidance, resources, and support required to accomplish the unit mission.

1.5.3.2. Brief the host commander and, if applicable, tenant unit commanders on the contents of AFI 10-207 and this instruction.

1.5.3.3. Appoint in writing, primary and alternate CP/AMCC training managers to maintain and administer a controller training program.

1.5.3.4. Institute procedures to ensure the immediate relay of EA information to lateral and subordinate agencies.

1.5.3.5. Ensure CP/AMCC operating instructions (OI) and checklists are developed, coordinated, maintained, current and available for use.

1.5.3.6. Establish and maintain a CP/AMCC publication library and an approved administrative filing plan.

1.5.3.7. Appoint in writing a CP/AMCC security manager who, together with the unit resource protection program manager, ensure appropriate physical security measures are in place, trained and maintained.

1.5.3.8. Establish a top secret control account (where required).

1.5.3.9. Appoint in writing, a communications security (COMSEC) responsible officer and alternate, and maintain a COMSEC materials program.

1.5.3.10. Maintain a controller information file (CIF) containing information of a temporary nature pertinent to CP operations and controller personnel. Establish procedures to periodically screen the CIF and remove items that have been reviewed by controllers and are no longer applicable. File items of continuing value and incorporate them into local directives, training programs, or destroy them when no longer needed. Controllers will review the CIF prior to assuming duty.

1.5.4. The CP/AMCC serves as the single agency for the conduct of command and control activities. It supports many policies and management objectives to enable the unit to accomplish its mission. The CP/AMCC also serves as the nerve center from which the unit commander monitors and manages the readiness and response of the unit, coordinates the utilization of personnel and resources, and controls unit operations. It has the authority to cross functional lines of organizations to expedite mission accomplishment (i.e., tasking, directing, coordinating, etc.). Commanders will establish priority of actions within the CP/AMCC. This is especially critical in consolidated CPs (objective wing concept)

and those C2 facilities that support multiple MAJCOM functions. Conflicting priority requirements within a facility will be sent to appropriate MAJCOM functional areas for final arbitration.

1.5.5. Objective Wing Command Post (OWCP). OWCPs combine responsibilities and support the principle of one base, one wing, one boss. Consolidation places all assets under the control of the wing commander. HQ USAF/XOO may waive the requirements for consolidation if consolidating would degrade the command and control of operational resources. Physical layout of the facility is locally determined, however, the emergency actions function will be physically separated from other functions during emergency action message (EAM) processing. Physical separation may be achieved by partitioning, separate EA cab facilities with sliding glass windows or doors, or simply space. The purpose of this separation is to protect the EAM formats from possible compromise.

1.5.5.1. OWCP Alignment and Functions. The OWCP is aligned on the wing staff reporting directly to the wing commander. The Survival Recovery Center (SRC) (during wartime) must also be collocated. The OWCP will be staffed with a rated officer (N/A AFRC) and the AFSC 1C3X1 to perform emergency action and CP management. More specifically, the principal CP core functions are:

1.5.5.2. OCF. The hub of the OWCP is the OCF consisting minimally of two enlisted controllers holding the 1C3X1 AFSC. As the wing commander's representative, this team is responsible for overseeing and coordinating the efforts of all CP members, performing mission monitoring, operational reporting, and execution of emergency actions. The C2 controllers will be located together to effectively conduct these operations.

1.5.5.3. MOC. The MOC consists of one weapons coordinator per aircraft maintenance unit (AMU) and may be collocated in the CP/AMCC. The MOC coordinates activities between AMUs and the logistics group for launch, recovery, transient maintenance, etc.

1.5.5.4. ATOC/APIC. The ATOC/APIC at some locations will be collocated in the CP/AMCC. In accordance with AMCI 24-101, Volume 9, *Military Airlift Air Terminal Operations Center,* this function gathers, processes and disseminates all information pertaining to terminal operations.

1.5.5.5. SRC Collocation. When activated during wartime, the SRC is collocated with the OWCP. This is not applicable to AFRC/ANG tenant unit CPs.

1.5.6. AMOG Responsibilities. The AMOG C2 representative will serve as AMC's theater representative for receiving and reviewing documentation regarding all manning issues prior to submission to DOOC or DP channels to include: request for manning assists, reclama request for TDY taskings, and requests for grade/skill-level waivers. The AMOG C2 person will forward the request or disapprove per the AMOG/CC. The AMOG representative will provide an explanation, in writing, for any request disapproved.

1.5.6.1. The AMOG C2 representative will ensure AMC/DOOC personnel are informed of the status of all activities/operations in their respective theaters (Pacific/Europe) to include training, manning, communication, facilities, or any other pertinent C2 information.

1.5.6.2. The AMOG C2 representative will provide the AMOG/CC information concerning all planned or ongoing AMCC C2 activities or operations to include AMCC training, manning, communications, facilities, and any other pertinent C2 information.

1.5.6.3. The AMOG representative will act as an advisor to AMCC Chiefs/Superintendents and the AMOG/CC on all theater C2 issues.

1.5.6.4. Provide the required reporting per appropriate Air Force, AMC, and supporting command instructions.

1.5.7. Multiple Command Support. AMC host command posts that support multiple tenant commands will:

1.5.7.1. Provide command and control for the tenant if the tenant has no C2 agency on the base. This includes, but is not limited to support for SIOP, upchanneling of mission movement information, JCS/USSTRATCOM emergency action notifications, SORTS reporting, OPREP reporting, etc.

1.5.7.2. Provide the specialized SIOP and plans training to assigned controllers to support associate requirements.

1.5.7.3. Coordinate flying activities, to include day-to-day flights and emergencies with the appropriate tenant instructions.

1.5.7.4. Provide the required reporting per appropriate Air Force, AMC, and supported command regulations.

1.5.8. Tenants will provide the AMC CP with required plans and regulations for SIOP training and maintain a point of contact for flying activities during hours tenant aircraft have planned operations.

1.6. Changes. Recommendations for change will be submitted, in writing, to HQ AMC/DOOC. When conflict exists, notify HQ AMC/DOOC and comply with this instruction until the conflict is resolved.

1.7. Waivers. HQ AMC/DOOC is the waiver authority to the requirements of this regulation. Waiver requests to Air Force C2 regulations will be sent to HQ AMC/DOOC. After review, a recommendation for approval/disapproval will be attached for forwarding to HQ Air Force. All waiver requests will state the nature, rationale, and duration of the request, as well as sufficient justification on which to base a decision. Units should also provide a point of contact (POC) should questions arise.

Chapter 2

FUNCTIONS AND PROCEDURES

Section 2A—CP/AMCC Functions and Procedures.

2.1. General. CP/AMCC controllers are the commander's executive agents. They manage and report activities while executing the mission. Functions of AMC C2 agencies at all levels are mission management/monitoring and operational reporting. In addition, both the TRANSCOM/AMC Command Center and CPs have the additional function of EAM implementation/dissemination. Services to be provided to tenants will be included in host-tenant Support Agreements. AMCCs are responsible for receiving and disseminating theater readiness actions to the en route AMS staff and offices, and notifying higher headquarters of posture changes. Each AMC unit served by a non-AMC CP will ensure that AMC-unique requirements are identified and included in host-tenant support agreements. All support agreements that involve participation of an AMC CP/AMCC will be forwarded to HQ AMC/DOOC for review. This chapter contains policies which AMC C2 facilities use in operating and executing the mission.

2.1.1. Overall supervision for all CP/AMCC functions and administrative personnel is vested in the assigned C2 managers.

2.1.2. Mission Management/Monitoring/Flight Following. Global Mission Management (TACC or AME level only), Local Mission Management (CP), Mission Monitoring (CP/AMCC/ TALCE), and Flight Following (TACC or AME/CP/TALCE/AMCC) includes all preflight, execution, and post flight activities. A further discussion of this function is included in **Chapter 5** of this instruction.

2.1.3. Emergency Actions. Responsibilities and procedures for implementing AMC EA are outlined in AMCI 10-202, Volume 5, *(S) Emergency Actions Procedures for AMC (U)*, and apply only to the TRANSCOM/AMC COMMAND CENTER and AMC CPs. Procedures for implementing USSTRATCOM EA are outlined in applicable USSTRATCOM EAPs. All AMCCs will comply with host/theater command EA directives.

2.1.4. Operational Reports. Responsibilities, procedures, and guidance for operational report activities are contained in AFPAM 10-709V1CD, *US Message Text Formatting,* AFMAN 10-206, *Operational Reporting*, and its AMC supplement, and is applicable to all AMC C2 agencies.

2.2. Operating Instructions (OI). Each C2 agency will maintain current applicable OIs. They will be prepared and numbered IAW AFI 33-360 Volume 1, *Publications Management Program* , and include as a minimum:

2.2.1. Specific controller duties and responsibilities.

2.2.2. Training and certification of personnel.

2.2.3. Maintenance of standardized operational forms used by the C2 agency.

2.2.4. Special category mission procedures; i.e., CLOSE WATCH, Nuclear Airlift (PNAF), CLOSE HOLD, Special Operations, etc., as applicable.

2.2.5. Operational reporting.

2.2.6. Equipment Operation (emergency power, ADP, alarm systems, closed circuit flight line video, etc.)

2.2.7. Communication system listing, outages, and reporting.

2.2.8. Hazardous cargo mission procedures.

2.2.9. Self-Inspection Program.

2.2.10. Mobility Requirements/Procedures (if applicable).

2.2.11. Policies and procedures for preparing the TACC /CP/AMCC events log.

2.3. Checklists. Checklists use is mandatory. Checklists outline actions to be taken in response to emergencies, abnormal or recurring circumstances, to implement Emergency Actions (EA), or to implement an OPORD or OPLAN. They should be brief and concise, and should lead controllers through an orderly and prioritized sequence from initiation to completion. AMC checklists fall into four categories: Emergency Action (TRANSCOM/AMC COMMAND CENTER/CPs only), Theater Readiness Action (AMCCs only), Quick Reaction, and Controller Basic Checklists. Sufficient sets of checklists will be maintained for use by controllers. The Chief or Superintendent of each AMC CP/AMCC will review each QRC, TRAC and CBC at least annually or after a procedural change is made to the checklist. This review will be documented on a locally developed form and will be posted in the applicable binders. Checklists will use the following predetermined markings to indicate actions taken:

"√" indicates that an action has been completed.

"O" indicates that an action has been noted or initiated but has not been completed.

"P" indicates that the checklist item was previously accomplished.

"N" indicates that the action does not apply.

"S" indicates that the checklist item is to be simulated.

2.3.1. Emergency Action Checklists (EAC) outline AMC and/or USSTRATCOM procedural measures taken to receive, initiate, disseminate, respond to, or terminate EA directives. These actions apply to the TRANSCOM/AMC COMMAND CENTER and AMC CPs. EACs are developed and maintained IAW AMCI 10-202, Volume 5 (S), and USSTRATCOM EAP Volume 4 Annex A.

2.3.2. Theater Readiness Action Checklists (TRAC). TRACs outline AMCC responses to host unit and theater directed postures, e.g., Force Protection Condition (FPCON), Defense Readiness Condition (DEFCON) or Information Operations Condition (INFOCON) changes. These actions allow the tenant AMS to comply with host directives in support of theater directed actions. Checklists should identify AMS requirements for compliance with host posture changes. TRACs will not be intermingled with QRCs or CBCs. AMCCs will use guidance paragraph **2.3.3.** to construct TRACs unless host unit or theater MAJCOM directs a different format.

2.3.3. Quick Reaction Checklists (QRC). Checklists should be structured to save life, protect resources, and/or rapidly disseminate time sensitive information. QRC notifications may be made by automatic means, e.g. the Automatic Notification System (ANS). However, the requirement for maintaining sets of QRCs as identified below still applies.

2.3.3.1. QRC Development/Construction/Maintenance. The TACC and CP/AMCCs will develop and maintain complete and identical sets of checklists. Managers will ensure each primary controller team member has a set readily available. A separate master checklist set will also be maintained. Checklists will be prepared on preprinted or computer generated AMC Forms 178. Computer generated forms will contain the same information located in the same position as

required by the preprinted form. Computer-generated checklists can be printed on plain white bond paper and the bottom left corner will contain the following statement, "AMC FORM 178, MMM YY (current month and year of form), COMPUTER GENERATED." Checklists located at controller console positions will be maintained in loose-leaf binders and conspicuously labeled to identify the contents as QRCs/TRACs. Checklist binders will be indexed and tabbed to facilitate ease of use by controllers. Checklist binders containing classified information or formats will be constructed and marked IAW AFPD 31-4, *Information Security*. The appropriate individuals and agencies for contact will be included in checklists. Consider the following when constructing QRCs/TRACs:

2.3.3.1.1. Prioritize checklist steps.

2.3.3.1.2. Overburdening controllers with numerous telephone notifications reduces their ability to effectively perform other essential mission related tasks. Telephone notifications will be limited to those deemed essential for the successful completion of the checklist. This will not exceed twelve total calls to agencies/staff members. Conferences will not be counted as a single notification unless another agency (such as the base operator) is responsible for establishing the conference. Use of an automated notification system constitutes one notification. (N/A AFRC)

2.3.3.1.3. Notifications should be coordinated with other base agencies to ensure notifications are not duplicated.

2.3.3.1.4. Maximize the use of conference call capabilities (if applicable).

2.3.3.1.5. Use of broadcast facsimile notification to 24 hour a day staffed agencies can lessen controller workload while providing timely notification for non-emergency situations.

2.3.3.1.6. Ensure controllers are able to quickly and effectively select and complete checklists.

2.3.3.2. Checklists requiring accomplishment by two controllers will be constructed in a manner that eliminates any potential confusion by the controller team. This locally developed method, if used, will be standardized throughout the checklist binders. Checklists requiring accomplishment by a single controller do not need to be annotated in any specific manner.

2.3.3.3. Checklists must be current and brief.

2.3.3.4. The example QRC subjects listed below are not all-inclusive. C2 managers should develop and maintain QRCs that are based on their unit mission and/or probability of occurrence:

2.3.3.4.1. Aircraft Emergency / Accident.

2.3.3.4.2. Weather Watch / Warning / Advisory.

2.3.3.4.3. Nuclear Laden Aircraft Diversion (active units only).

2.3.3.4.4. BROKEN ARROW.

2.3.3.4.5. EMPTY QUIVER

2.3.3.4.6. BENT SPEAR.

2.3.3.4.7. DULL SWORD.

2.3.3.4.8. FADED GIANT (CONUS units only).

2.3.3.4.9. SAFEHAVEN (CONUS active units only).

2.3.3.4.10. HELPING HAND / COVERED WAGON.

2.3.3.4.11. Aircraft Anti-Hijack/Theft.

2.3.3.4.12. Conference SKYHOOK.

2.3.3.4.13. Bomb Threat.

2.3.3.4.14. FPCON Alerting Message (FPCAM).

2.3.3.4.15. Unit / Personnel Recall (Pyramid Alert).

2.3.3.4.16. Crisis Action Team (CAT) Activation / Deactivation.

2.3.3.4.17. Phoenix Banner / Phoenix Silver.

2.3.3.4.18. Hazardous Cargo.

2.3.3.4.19. Evacuation / Alternate Activation.

2.3.3.4.20. Disaster Response.

2.3.3.4.21. Emergency Power Procedures.

2.3.3.4.22. Communication Out Procedures.

2.3.3.4.23. Hazardous Substance Spill.

2.3.3.4.24. Aircraft Contamination.

2.3.3.4.25. Buffer Zone Violation.

2.3.3.4.26. Commercial Power Failure.

2.3.3.4.27. Compromise / Suspected Compromise of Classified or Cryptographic Material.

2.3.3.4.28. PNAF Type I and Type II Procedures.

2.3.3.4.29. EOD Assistance.

2.3.3.4.30. Fire / Evacuation Procedures.

2.3.3.4.31. Overdue Aircraft.

2.3.3.4.32. Unusual Incident.

2.3.3.4.33. Runway Closure.

2.3.3.4.34. Stockpile Emergency Verifications (SEV) Procedures.

2.3.3.4.35. VIP Arrival / Departure.

2.3.3.4.36. Hostage Situation.

2.3.3.4.37. Alpha Aircraft/Aircrew Constitution.

2.3.3.4.38. Alpha Alert / Launch.

2.3.3.4.39. Bravo Alert

2.3.3.4.40. Civil Request for Military Assistance.

2.3.3.4.41. Border Violations.

2.3.3.4.42. Open Skies.

2.3.3.4.43. AMC directed INFOCON Alerting Message (ICAM)

2.3.3.4.44. IG Arrival Notification

2.3.3.5. CP/AMCC QRCs that involve the following criteria outlined below will include HAMMER ACE as a notification. Refer to **Chapter 7**, paragraph **7.2.14.2.** for further guidance regarding HAMMER ACE.

2.3.3.5.1. Worldwide emergency and disaster responses.

2.3.3.5.2. Aircraft and nuclear mishaps/investigations.

2.3.3.5.3. Civil disaster relief operations.

2.3.3.5.4. Military exercises and communications equipment testing/evaluation.

2.3.4. Controller Basic Checklists (CBC). Controller Basic Checklists (CBC) address routine recurring circumstances. These checklists may cover subjects that are not time sensitive in nature and may also cover in-house controller requirements.

2.3.4.1. CBCs will not be intermingled with QRCs. They may be placed in the same binder but will be maintained in a separate section. Examples of CBCs are:

2.3.4.1.1. Controller Shift Checklists.

2.3.4.1.2. Message Distribution Requirements.

2.3.4.1.3. Controller Shift Changeover.

2.3.4.1.4. Daily/Weekly CP/AMCC Cleanup.

2.3.4.1.5. End of Month COMSEC Changeover.

2.4. Events Log. All C2 agencies will maintain an events log. The object of the events log is to serve as an official record of events affecting the unit or functions of the C2 agency. C2 managers must be able to reconstruct the events that occur during a duty shift. The AMC Form 1030**, Events Log** or an electronic events log program (Logbook) will be used. Controller initials may be computer generated. C2 managers will develop and maintain an OI governing the policies and procedures for preparing the log. AFRC units use AFRC Form 124.

2.4.1. C2 managers will review events and document the review of each log no later than the following duty day.

2.4.2. Entries in the log will include, but are not limited to:

2.4.2.1. All controllers on duty.

2.4.2.2. Significant incidents and events. The entry will include the checklists used, the actions taken and the agencies or individuals notified.

2.4.2.3. Results of tests or exercises.

2.4.2.4. Changes to unit posture/preparedness.

2.4.2.5. Emergency conditions or equipment failures.

2.4.2.6. All actions taken for operational reports. This includes checklists used, voice messages upchanneled, and all record copy messages sent.

2.4.3. Log entries will be made as soon as possible after an event and will include the time of occurrence and initials of the controller making the entry. Logs will be classified according to content and marked IAW AFPD 31-4, *Information Security*. To preclude lengthy exercise entries in the events logs, an exercise log will be maintained. Entries into the log will contain sufficient information to stand alone if voice recordings are not used. Voice recordings, when used, will supplement the events log. Recordings of significant events will be retained until all actions concerning the event have been completed and the corresponding log has been disposed of.

2.4.3.1. An events log will be opened at the beginning and closed at the end of each ZULU day (AFRC/ANG units see paragraph **10.5.2.**).

2.4.3.2. To assure standardization of log entries the following procedures apply:

2.4.3.2.1. All entries will be handwritten using black/blue ink, typewritten, or entered via a computer.

2.4.3.2.2. Enter as much information as possible for each occurrence (i.e., name, rank, unit, what, where, when, why, and how, result, persons notified, checklist completed, etc.).

2.4.3.2.3. Enter all times in chronological sequence using ZULU time (late entries will be identified as such).

2.4.3.2.4. When entering references to messages, include the classification, the date-time group, subject, and the message originator (**do not enter classified subjects in an unclassified log**).

2.4.3.2.5. Open (blank) lines will not separate log entries.

2.4.3.2.6. Entries requiring the attention of controllers may be highlighted.

2.4.3.3. Copies of event logs will be maintained. If an electronics events log is used, the log will be printed out and maintained. Maintain and dispose of logs or computer generated forms IAW AFM 37-123, *Management of Records*, and AFM 37-139, *Records Disposition Schedue.*

2.5. Controller Information File (CIF). All AMC C2 agencies will maintain a CIF that contains information of a temporary nature pertinent to controller personnel. Prior to assuming duty, controllers will review each item added to the CIF since their last duty period and indicate in writing that the items have been reviewed. C2 managers will establish procedures to ensure periodic screening of this file and prompt removal of those items that have been reviewed by all controllers and are no longer applicable. Items of continuing value will either be incorporated into directives or filed appropriately.

2.5.1. Command and Control Controller Information File (C2CIF). HQ AMC established this CIF program to inform all applicable units of important information directly or indirectly effecting C2 procedures. C2CIF messages will be filed in a separate area from unit CIFs; however, they can both be filed in the same binder. C2CIFs will be managed using the same procedures as **2.5.** (CIF) above. C2CIFs are transmitted to all AMC C2 agencies via the Defense Message System (DMS) and the Automatic Digital Network (AUTODIN). In addition, C2CIFs are also available on the AMC DOOC home page.

2.5.1.1. HQ AMC/DOOC will periodically send a clearance C2CIF informing CPs/AMCCs of C2CIFs that are no longer valid.

2.6. Standardized Forms. Standardized forms provide an organized format for agencies to record information. Information recorded on these forms will be of sufficient quantity and quality to effectively support review and reconstruction of events. Locally developed computer generated forms are acceptable. A local operating instruction (OI) will be developed to provide clear, concise guidance and to ensure standardization and maintenance of forms.

2.6.1. Unit C2 agencies will locally develop, utilize, and maintain the following forms to perform the following functions in case of loss of an automated C2 system. ***NOTE:*** The two forms may be combined into one form if desired:

2.6.1.1. Mission Movement. Mission movement forms may be used by C2 agencies to record information concerning coordination that may be necessary to effectively direct/coordinate ground handling/flight following activities. These forms will provide an organized format for recording all information concerning a mission at a given station.

2.6.1.2. Aircrew Management. Aircrew management forms will be used by C2 agencies to record information exchanged between these agencies and aircrews. Orders and other data specifically concerning the crew may be attached to the form. This form is optional for home station departures. It will be used by all C2 agencies for management of transiting aircrews.

2.6.2. All mission movement forms will be disposed of IAW AFM 37-139, *Records Disposition Schedule*.

2.7. Publications Library. C2 facilities will have access to a functional publications library (see **Attachment 2** for recommended publications listing). This library may be maintained electronically (CD-ROM, LAN, etc.). If electronic, backup procedures must be prescribed by C2 managers to assure continued access during equipment outages.

2.8. Automated Data Processing Equipment (ADPE). CP/AMCCs are authorized the use of ADP equipment to facilitate the gathering, dissemination, and documentation of mission control information and reports. However, a capability will exist to gather, document, and/or disseminate mission and reports information during ADP outages.

2.9. Key Personnel/VIP Monitoring. C2 agency controllers will monitor the location and provide a communications link for AMC commanders, key staff members (or their designated representatives), and those individuals designated by the commander. A list of DV/VIP codes can be found in Attachment 4.

2.10. External Agency Services and Information. The services provided by the following agencies are deemed the minimum necessary for the core C2 function in AMC command and control agencies to meet its responsibilities. The AMC Command and Control Information Processing System (C2IPS) may enable the following external agencies to provide the designated information; however, a backup means must be accessible should C2IPS be unavailable.

2.10.1. Base Operations. This regulation is directive upon base operations only at bases where AMC is the host command. At locations where AMC is not host, base operations support will be coordinated in a host tenant support agreement. The following information is required:

2.10.1.1. Information on local navigational aids. Base Operations will inform the CP/AMCC immediately when any local navigational aid is shut down or scheduled to be shut down. Also, notify the CP/AMCC when normal operation is resumed.

2.10.1.2. Current airfield conditions regarding Runway Condition Reading (RCR), ice, snow, standing water, repairs, barrier status, and any other condition that may constitute a runway or taxiway hazard.

2.10.1.3. Coordination of Crew Ground Transportation. At locations where ground transportation is their responsibility, base operations will:

2.10.1.3.1. Arrange transportation for arriving crews.

2.10.1.3.2. Schedule ground transportation for departing crews.

2.10.1.4. Arrival/Departure Information. Base operations will furnish the CP/AMCC arrival and departure information on all AMC aircraft and aircraft operating an AMC mission.

2.10.2. Intelligence. Intelligence support provided to AMC CP/AMCCs is noted in AMCI 14-102, *Debriefing and Reporting (C/NF)*. Ensure the CP/AMCC is provided 24-hour access to the Aircrew Intelligence Read File.

2.10.2.1. Controllers will forward all In-Flight Reports (INFLTREPs) received from aircrews to the local intelligence agency via secure telephone.

2.10.2.2. Close coordination between C2 agencies and supporting intelligence function with respect to information that may affect the security of the mission, aircraft, and/or aircrew is mandatory.

2.11. Deployed Tanker C2 Operations. Unlike strategic airlift units, when tankers are deployed, Unit Type Codes (UTCs) may be activated that will deploy tanker unit CP personnel to support operations at the deployed location. Due to the varying nature of the mission and available resources, the following is a guide and should be modified if good judgment dictates (additional guidance can be found in AMCP 55-58, *AMC Headquarters Guidance for Tanker Task Force Operations)*.

2.11.1. Deployed CP personnel must be capable of setting up a Tanker Operations Center (TOC) to provide mission monitoring and operational reporting in support of the tanker mission. No emergency actions will be required.

2.11.1.1. When an AMC C2 facility already exists at a deployed location, the TOC should be integrated into that facility to take advantage of communication systems, equipment, and facilities. If there is only a non-AMC C2 facility at the deployed location, then integration into that facility should only be considered when the host concurs and the situation dictates that it is logical and effective for AMC mission management. Deploying C2 personnel need to consider the requirements in paragraph 2.12.2. even if deploying initially to a location with an already existing C2 facility due to the possibility of further deployment.

2.11.1.2. Established TALCEs could provide some of the necessary support, e.g., communications, equipment, mission support elements, (WX, contracting, security, etc). Careful planning must prevail to consider possible redeployment or subsequent follow-on deployments of the TALCE or a portion thereof so as not to leave the TOC without critical support elements.

2.11.2. Prior to deploying, CP personnel should work with their wing communications personnel to ensure that required communications support for the TOC is included in the deployment package. Consideration should be given to the following:

2.11.2.1. C2IPS/Global Decision Support System (GDSS)

2.11.2.2. UHF

2.11.2.3. LMRs for communications with flightline personnel and the deployed commander.

2.11.2.4. A means of communicating with the TACC (DSN, SATCOM, Commercial, etc.).

2.11.2.5. Any other communication requirements specifically addressed in the tasking directive.

2.11.3. CP personnel should also plan to take the directives, checklists, phone numbers, forms, and administrative supplies necessary to sustain their operation for the time period specified in the tasking directive.

2.11.4. The 1C3X1 functional manager within HQ AMC/DOOC will work closely with the TACC Mission Support office on all taskings involving C2 assets. Questions regarding taskings should be forwarded to the functional manager for resolution.

Chapter 3

PERSONNEL AND THEIR QUALIFICATIONS

3.1. General. This chapter outlines C2 manning, controller utilization policies, and controller qualifications for AMC C2 agencies.

3.2. Authorized Manning. AMC wing command post manpower authorizations are IAW Air Force approved manpower standards. AMS/AMCC manpower authorizations are IAW AMC approved manpower standards. HQ AMC/DOOC is the functional manager for 1C3X1 manning within AMC.

3.3. Required Manning. (Does not apply to AFRC/ANG units). All AMC C2 agencies except the Diego Garcia AMCC will be manned 24 hours a day. All permanent C2 agencies will be staffed with Air Force Specialty Code (AFSC) 1C3X1 for performing EA and CP/AMCC management. The wing commander will appoint the most qualified officer for the position of CP/AMCC Chief. "On-Loan" rated officers may be used as officer controllers at the discretion of the local commander.

3.3.1. Manning for consolidated command posts representing more than one major command (MAJCOM) will be jointly approved by the MAJCOMs represented.

3.4. Monthly Manning Reports. To assist HQ AMC in the management of our command and control personnel, each unit CP/AMCC will submit monthly manning reports to HQ AMC/DOOC. (N/A AFRC) Reports will be submitted monthly using AMC Form 5, **Command and Control Manning Report** or a computer-generated facsimile. Reports will be submitted to arrive at HQ AMC/DOOC NLT the eighth day of the month being reported. The Air Mobility Operations Squadron (AMOS) will forward their manning report and reports for the Air Mobility Squadrons (AMS), to the wing functional manager (FM)/ Wing CP Superintendent, by the fifth duty day of the month. ***NOTE:*** This report is designated emergency status code D. Immediately discontinue reporting data requirements during emergency conditions. Discontinue electronic reporting during ***MINIMIZE.*** Units will use the following guidance when preparing the report.

3.4.1. "Unit" block will contain both a correspondence address and a complete DSN telephone number for both the chief and superintendent of the facility. Overseas units should include the base name. Example: 723 AMS/AMCC, Ramstein AB GE, APO AE 09094-5000, DSN (314) 479-4453/4454.

3.4.2. "Date" block will contain the as-of-date (AOD) of the report. The AOD will be the first calendar day of the month of applicability; e.g., the January report will be dated 1 Jan XX.

3.4.3. Authorized Columns:

3.4.3.1. Rank. Provide the authorized rank from your UMD. If a unit has overages in personnel for a specific authorized AFSC and skill level, the authorized AFSC and authorized rank blocks will contain the UMD data.

3.4.3.2. AFSC. Provide the authorized AFSC from your UMD.

3.4.4. Assigned Columns:

3.4.4.1. Position Certified. Indicate the areas in which the controller is certified. "Multi-certification" indicates controllers are certified in mission monitoring, emergency actions (if applicable), and operational reports.

3.4.4.1.1. Mission Monitoring: "MM."

3.4.4.1.2. Emergency Actions: "EA."

3.4.4.1.3. Operational Reports: "OR."

3.4.4.1.4. Multiple Certification: "MULTI."

3.4.4.1.5. SORTS: "S."

3.4.4.1.6. Initial/Refresher Training: "TNG."

3.4.4.2. Duty AFSC (DAFSC). Provide the DAFSC.

3.4.4.3. Rank. Provide current rank. Additionally, use the symbol "(S)" behind the project rank to indicate selection for promotion.

3.4.4.4. Name (Last - First - Middle Initial) self-explanatory. After the name, also indicate the title of key C2 personnel, i.e., OIC, Superintendent/Superintendent OCF, Training Manager, COMREP, etc.

3.4.4.5. Date Arrived. Provide the actual date when individuals arrived on station.

3.4.4.6. Date Certified. Provide the actual date when the individual certifies in C2 duties.

3.4.5. Section II-Projected Gains and Losses and TDYs:

3.4.5.1. Rank. Provide the appropriate rank.

3.4.5.2. DAFSC. Provide the appropriate Duty AFSC.

3.4.5.3. Name. Provide the individual's name.

3.4.5.4. Gain. Enter the individual's report no-later-than (RNLTD) date in this column.

3.4.5.5. Loss. Enter the individual's estimated departure date in this column.

3.4.5.6. TDY Data. Indicate assigned personnel supporting current or projected TDYs. Include TDY location and the inclusive dates.

3.4.5.7. Gaining/Losing Unit. Identify the gaining organization for departing personnel and the losing organization for inbound personnel.

3.4.6. Section III - Current Authorized/Assigned/Available for Use. ***NOTE***: Do not include administrative personnel in this section.

3.4.6.1. First entry. Used to provide the total number of officer personnel authorized by the Unit Manning Document (UMD), assigned, and available for duty (Do not count TDY personnel identified in Section II as available).

3.4.6.2. Second entry. Used to provide the total number of 1C3X1 personnel authorized by the UMD, assigned, and available for duty. (Do not count TDY personnel identified in Section II as available).

3.4.6.3. Third entry. Used to provide the total number of officer and enlisted personnel authorized by the UMD, assigned, and available for duty. (Do not count TDY personnel identified in Section II as available).

3.4.7. Section IV - Three Months Projected Authorized/Assigned/Available for Use. Report the projected numbers of C2 personnel for each entry indicated in section III. ***NOTE:*** Do not include administrative personnel.

3.4.8. Remarks. CP/AMCC managers will include remarks explaining administrative actions, etc., that impact controller availability. HQ C2 functional managers use the manning reports to determine unit taskings/augmentations. Accuracy of submitted data cannot be over-emphasized. **Figure 3.1.** is an example of a completed AMC Form 5:

3.4.9. Distribution. One copy submitted via e-mail.

3.4.9.1. Non-secure
FAX: HQ AMC/DOOC, DSN 576-4627.
ATTN: C2 Functional Manager

Figure 3.1. Sample AMC Form 5.

COMMAND AND CONTROL MANNING REPORT

Reports Control Symbol
RCS AMC X00(M)7802

UNIT *(Organization/Functional Address Symbol and Location)*
21 AMW/CP, 1215 HANGAR DRIVE
SCOTT AFB, IL 62225-1215

DSN TELEPHONE NUMBER
779-3245

DATE *(As of)*
20020901

SECTION I CURRENT MANNING

AUTHORIZED		ASSIGNED					
GRADE	AFSC	POSITION CERTIFIED	DAFSC	GRADE	NAME *(Last First Middle Initial)*	DATE ARRIVED	DATE CERTIFIED
MAJ	011A3	MULTI	011A3	MAJ	CLAYTON, SHERMAN	20010402	20010630
CMS	1C300	MULTI	1C300	CMS	HALES, KELVIN	20010315	20010515
SMS	1C391	MULTI	1C391	SMS	CIMORELLI, ROBERT/ CONSOLE OPERATIONS	20001112	20010130
MSG	1C371	MULTI	1C371	SMS (S)	ATKINS, KIMBERLY/ TRAINING	19991120	20000123
MSG	1C371	TNG	1C371	MSG	PERKINS, LAWRENCE/SORTS	20020815	
MSG	1C371	MULTI	1C371	MSG	MAYNARD, WILLIAM	20010123	20010315
MSG	1C371						
TSG	1C371	MULTI	1C371	TSG (P)	STEELE, TERESA	20010320	20010515
TSG	1C371	TNG	1C371	TSG	HOLMES, ROBERT	20020715	
TSG	1C371	MULTI	1C371	TSG	BUTLER, TOMMY	19991012	20000101
TSG	1C371	MULTI	1C371	TSG	ANDERSON, KRISTIE	20011112	20020215
SSG	1C351	MULTI	1C351	SSG	GALLANT, CHAD	20010523	20010623
SSG	1C351	MULTI	1C351	SSG	CARTER, RAY	19980721	19980912
SSG	1C351	MULTI	1C351	SSG	AUSTIN, PATRICK	19990421	19990630
SSG	1C351	MULTI	1C351	SSG	STEELE, JOEL	20020102	20020421
SSG	1C351	MULTI	1C351	SSG	RUMBAUT, ANDREW	20011112	20020215
SSG	1C351	TNG	1C351	SSG	SANDERS, JEFFREY	20020601	
SRA	1C351	TNG	1C351	SSG	MILLER, MICHELLE	20020601	
SRA	1C351	MULTI	1C351	SRA	PLYMIRE, MICHAEL	19960901	19961112
SRA	1C351	MULTI	1C351	SRA	NAPPER, SHANE	20000505	20000820
SRA	1C351	MULTI	1C351	SRA	BELCHER, REBECCA	20011010	20020113
		MULTI	1C331	A1C	KOESTER, JAMES	20011010	20020112
		MULTI	1C331	A1C	VITALE, ROBIN	20000615	20000920
		TNG	1C331	A1C	BARRON, TABITHA	20020715	
		TNG	1C331	AB	ANDERSON, ROBERT	20020715	
		TNG	1C331	AB	MCCOY, RICHARD	20020715	

AMC FORM 5, 20020401 ***(EF V2)*** PREVIOUS EDITIONS ARE OBSOLETE

Figure 3.2. Sample AMC Form 5 (Reverse).

AUTHORIZED		ASSIGNED *(Continued from front page)*					
GRADE	AFSC	POSITION CERTIFIED	DAFSC	GRADE	NAME *(Last First Middle Initial)*	DATE ARRIVED	DATE CERTIFIED

SECTION II PROJECTED GAINS/LOSSES/TDYS

AFSC	GRADE	NAME *(Last First Middle Initial)*	GAIN	LOSS	TDY DATES	REMARKS
1C391	SMS	CIMORELLI, ROBERT A		20021112		RETIREMENT
1C391	SMS	NORMAN, DENNIS	20021001			PCS FROM HICKAM AFB
1C371	MSG	MAYNARD, WILLIAM			SEP-DEC 02	TDY CLASSIFIED LOCATION
1C351	SSG	GALLANT, CHAD		20021215		PCS TO KEESLER AFB

III CURRENT AUTHORIZED/ASSIGNED/AVAILABLE FOR USE

OFFICER			1C3X1			TOTAL		
1	1	1	20	24	16	21	25	17

IV THREE MONTH PROJECTED AUTH/ASSIGNED/AVAILABLE FOR USE

OFFICER			1C3X1			TOTAL		
1	1	1	20	23	22	21	24	23

AMC FORM 5 20020401 *(EF V2) (REVERSE)*

3.5. General Controller Qualifications:

3.5.1. CP/AMCC Chief. The officer appointed as the Chief of the CP/AMCC will report to the unit commander with responsibility to operate the CP/AMCC. At least 6 months of C2 experience is desired prior to assuming duties. The Chief of a CP will be certified in Mission Monitoring, Emergency Actions and Operational Reports. The Chief of an AMCC will be certified in Mission Monitoring and Operational Reports.

3.5.2. CP/AMCC Superintendent. The Superintendent of a CP/AMCC will be the ranking 1C3X1 assigned. Personnel assigned to this position will have at least 1 year of experience in command and control. Superintendents must possess a primary AFSC of 1C391 or 1C371. The Superintendent of a CP will be certified in Mission Monitoring, Emergency Actions and Operational Reports. The Superintendent of an AMCC will be certified in Mission Monitoring and Operational Reports.

3.5.3. CP/AMCC Training Managers. The Chief of the CP/AMCC should choose the most qualified 1C3X1 for this critical position. The training manager is responsible for developing and managing the CP/AMCC training program. The training manager will be certified in all areas except SORTS (optional).

3.5.4. The Chief of the CP/AMCC will establish an operational reports program and appoint a primary and alternate reports manager in writing. The reports manager is responsible for maintaining current reports guidance and ensuring proper reports formats are available to controllers and tailored to support mission requirements.

3.5.5. CP/AMCC Controllers: All CP/AMCC 1C3X1's are required to complete the Mission Monitoring, Emergency Actions, and Operational Reports training programs and maintain certification in these areas. Although most AMCCs no longer transmit OPREPs, AMCC controllers will be trained and certified in operational reporting. Controllers assigned to units supporting a SIOP mission will certify in USSTRATCOM procedures and reporting. Controllers who gather, compile, process, or quality control SORTS data will also be certified in SORTS

3.5.6. Security Requirements.

3.5.6.1. All assigned controllers (military and civilian) and permanently assigned administrative specialists (military and civilian) must possess a Top Secret clearance, with the following exceptions:

3.5.6.1.1. The chief of the CP/AMCC will have a Top Secret clearance. Other officers assigned to AMCCs may only need a Secret clearance. The decision concerning the need for a Top Secret security clearance will be made locally and will be based on operational requirements.

3.5.6.1.2. MOC coordinators, APIC controllers and on-loan duty officers that perform duties in the CP/AMCC will possess at least a Secret security clearance prior to performing assigned duties.

3.5.6.2. Tanker CPs with SIOP Commitments. All unit CP Chiefs, Superintendents, Superintendent OCFs and training managers will be granted SIOP-ESI categories "01" and "10" access. All assigned OCF controllers will be granted category "10" access. Permanently assigned administrative specialists (military and civilian) will be granted category "08" access.

3.6. Unit CP/AMCC Manning (N/A AFRC):

3.6.1. Authorized Manning. CP/AMCC/TACC authorizations are based on validated workload factors. When units alter workload factors, manning authorizations may change. Controller authorizations are based on 24-hour manning, 7 days per week with a standard week defined as 8-hour shifts for 5 days per week in peacetime and 12-hour shifts for 6 days per week in wartime. HQ AMC/DOOC is the office of primary responsibility for enlisted command and control manning issues.

3.6.2. Console Manning. The normal CP controller crew complement consists of at least two certified controllers per shift. The normal AMCC controller crew complement consists of two certified controllers per shift. However, the NAS Rota, Rhein Main, Osan and Incirlik AMCCs are manned to operate with single controllers during most shifts. At these AMCCs, individual manning allocations will determine the ratio of allowable single controller operations, i.e., two certified controller on day shift Monday through Friday with single controller operations at all other times. The Aviano and Diego Garcia AMCCs are manned to work single controller operations exclusively. All CP/AMCCs except the Diego Garcia AMCC will be continuously manned 24 hours a day. CP/AMCC managers may determine console-manning requirements based on unit workload to ensure all shifts are adequately manned with certified C2 controllers. All personnel will be effectively utilized to meet unit and command objectives. There are some stipulations, however, which are outlined below.

3.6.2.1. Personnel holding a 3-skill level will not perform duty by themselves. This does not preclude a certified 3-skill level controller from being left alone in the CP/AMCC for a short duration, e.g., while the second controller is briefing an aircrew in an external crew briefing area.

3.6.2.2. Emergency Actions. No personnel other than an EA certified controller is authorized to engage in the processing of Emergency Action Messages. During normal daily operations, units are authorized to support EAM processing with one controller certified in EA. Units with SIOP sorties on alert, generating aircraft in response to a tasking directive, or in response to a CJCS or USSTRATCOM declared "A" hour must be continuously manned with a minimum of two EA certified controllers.

3.6.2.3. OCF Senior Controller Position. The senior controller position will be manned by a TSgt/SSgt or higher grade.

3.6.2.3.1. Unit commanders experiencing a TSgt/SSgt shortage due to upgrade training and/or manning shortfall may fill the senior position with an SrA (DAFSC 1C351). However, C2 Managers will advise HQ AMC/DOOC in writing when this situation occurs.

3.6.2.4. CP/AMCC managers may implement single controller operations during periods of low operational activity, i.e., holidays, night shifts or weekends when no flying activity is scheduled. In addition, CP/AMCC managers may be forced to implement single controller operations during severe manning shortages. Single duty operations will not become the norm for CPs or the AMCCs manned to have two controllers on duty. CP/AMCC managers will ensure a sufficient number of certified personnel are on call and able to report if needed. CP/AMCC managers will submit a waiver to HQ AMC/DOOC IAW paragraph **1.7.** of this directive when desiring to implement single controller operations. CP/AMCC managers will state the rationale, extent and duration of single controller operations. To ensure effective unit and mission support, controllers performing single controller operations must be certified in all applicable positions (SORTS being the exception).

3.7. Tour and Duty Restrictions:

3.7.1. Tour of duty in the CP/AMCC/TACC will vary based on mission needs and current manning. However, as identified above, 8 hours is considered the normal duty period. Under no circumstances will a controller perform more than 12 hours of continuous duty. CP/AMCC managers will provide controllers duty schedules to reflect a 1-month period. Changes to the published schedules should be kept to a minimum. The previous 12 months duty schedules will be kept on file in the CP/AMCC/TACC and maintained IAW AFMAN 37-123, *Management of Records.*

3.7.2. Controllers must remain within the immediate vicinity of their duty location during their shift. Controllers will not the leave the CP/AMCC vacated to perform Prime Knight duties. If two controllers are on duty, one controller may leave the CP/AMCC to perform Prime Knight duties; however, a certified controller with at least a 5 skill level must always be left inside to man the CP/AMCC.

3.7.3. Due to the 24-hour manning requirement for the CP/AMCC/TACC and the limited manpower to accomplish this mission, console personnel will not be assigned additional duties beyond the scope of C2 functions. This does not preclude personnel from becoming short duration project officers or attending or becoming full-time members of base level working groups (i.e., Exercise Evaluation Teams, Base Security Councils, etc.).

3.7.4. CP/AMCC/TACC personnel are exempted from details (base clean-up, snow removal, etc.) outside the scope of primary command and control duties. To preclude conflict with shift scheduling, agencies will consult C2 supervisory personnel no later than the fifteenth day of the previous month before scheduling shift personnel for Weighted Airman Promotion System (WAPS) testing, training, and mandatory appointments. C2 managers may designate one individual to attend mandatory meetings, such as Commander's Call. The individual attending these meetings will brief personnel on items of interest. CP/AMCC/TACC personnel that reside in the dormitory are not exempt from performing Bay Orderly functions in the Dorm common areas. This detail must be coordinated with the C2 supervision NLT the 15th day of the previous month.

3.8. AMC Command Representative (COMREP). A COMREP will be assigned to AMC units that are supported by a CP operated by another MAJCOM. The AMC COMREP is responsible for seeing that AMC command and control requirements are satisfied. AMC COMREPS:

3.8.1. Will be a NCO with a 1C371 DAFSC. In units that do not have a 1C371 NCO authorized or assigned, the senior AMC operations officer will serve as the AMC COMREP to the host CP.

3.8.2. Are responsible for AMC-unique expertise and for keeping the unit's Crisis Action Team briefed on AMC command and control operational procedures.

3.8.3. Interpret AMC command and control/operational regulations for the CAT and brief applicability to the unit mission.

3.8.4. Ensure the CP is supporting AMC mission requirements and that its checklists and OIs meet AMC's peacetime and wartime operational requirements.

3.8.5. Attend host command post formal training meetings.

3.8.6. Provide AMC-unique training inputs to the CP and assist in presentations at controller training meetings.

3.8.7. Periodically evaluate CP controllers to ensure they are knowledgeable and proficient in AMC procedures.

3.8.8. Provide the CP with mission data to accommodate AMC requirements.

3.8.9. Are responsible to AMC for adherence to directives and requirements.

3.8.10. Will not be certified in the host command's requirements and will not work shifts for the host command post.

3.9. AMOS personnel. AMOS personnel should spend two weeks working in the wing CP for initial (mission monitoring) certification. Thereafter, spend two weeks semi-annually in the wing CP to maintain proficiency.

3.10. Military Personnel Appropriation (MPA) Man-Days. MPA man-days are authorized to support short-term needs of the active force by providing members of the AFRC/ANG on short tours of active duty. These tours are for the convenience of the government and are used only when there is a temporary need for personnel, unique skills, or resources that cannot be economically met from active force resources.

3.10.1. Responsibilities. AMC/DOZ is the command OPR for MPA man-days and is the final approving authority for MPA requests. HQ AMC/DOOC is the POC that validates and prioritizes man-day request in support of fixed C2 facilities (with the exception of the TACC which validates and monitors it's own portion of the AMC MPA man-day program). In this capacity, DOOC accounts for all man-days allotted for fixed facilities and receives, processes, and coordinates each MPA man-day request until the final approval/disapproval is transmitted. Procedures prescribed herein are applicable only to command and control agencies manned by 1C3X1s, 11XXs, and 12XXs. Offices from other functional areas although physically collocated within a C2 facility should contact their command functional manager for assistance.

3.11. Weapons Qualification Requirements for Mobility. All controllers assigned to primary and alternate mobility positions will be armed and maintain weapons qualification IAW AFI 31-207, *Arming and Use of Force by Air Force Personnel*, and AMCPAM 31-1 *Air Mobility Command Arming Policy*. AMC OCF controllers are classified as Group C personnel (AMCPAM 31-1, paragraph 4.3.3.), requiring training every 24 months. The primary duty weapon for all enlisted controllers is the M-16, and the M-9 is the primary duty weapon for officers. No requirement has been established that requires enlisted controllers to qualify with the M-9. HQ AMC/DOOC functional manager may designate that selected enlisted controllers be scheduled for M-9 qualification to satisfy specific contingency requirements. ANG controllers assigned against UTC positions may be assigned Category B due to their mobility duties. ANG Career Field Manager is waiver authority for primary weapon determinations.

3.12. Weighted Airman Promotion System (WAPS) Testing. CP/AMCC managers will ensure personnel scheduled for WAPS testing receive a minimum of 24 hours off-duty immediately preceding the scheduled test. (N/A AFRC)

Chapter 4

CONTROLLER TRAINING, CERTIFICATION, AND EVALUATION

4.1. Purpose. This chapter applies instructional system development (ISD) principles and processes to controller training and outlines the general requirements for AMC Job Performance Requirements List (JPRL), annual training projections, monthly training letters, and monthly training meetings. It also defines C2 agency controller training and certification requirements. It does not apply to other AFSCs that are consolidated in the CP under the objective wing concept, except as specifically noted. During manning shortages, if units choose to use AFSCs other than 1C3X1 to support C2 operations on a temporary basis, those individuals must meet the requirements of this chapter. Prior to performing unsupervised duties in any certification area, controllers will be trained and certified in those duties in accordance with AFI 10-207, this instruction, and other governing directives covering unique certification areas. Controller training will use the ISD system. ISD best uses limited AMC C2 material and personnel resources by training only what is needed for the job. ISD should be used unless another training system meets or exceeds the standard used in ISD. This chapter also applies to the AFRC/ANG with exceptions noted in **Chapter 10**.

4.2. Responsibilities. Responsibility for the effectiveness of the training program rests with the CP/AMCC managers.

4.2.1. C2 managers will:

4.2.1.1. Appoint a 1C3X1 Training Manager to maintain and administer a controller training program IAW this chapter.

4.2.1.2. Ensure all controllers receive initial and refresher training and are certified to meet mission requirements IAW with this document. Remedial training will be administered when required.

4.2.1.3. Initiate actions for those controllers who fail to maintain standards after remedial training. Consider retraining or separation, as applicable.

4.2.1.4. Ensure all newly assigned 1C3X1 personnel without AMC C2 experience within the last 3 years attend the AMC C2 course prior to certification. The course is also mandatory for all operations personnel 1C3X1 and 1C0XX assigned to a TALCE prior to cadre upgrade. Controllers will be enrolled in a course that starts within six weeks of in-processing. Waiver authority for this course is HQ AMC/DOO. Not required for ARC forces, but highly encouraged.

4.2.1.5. Ensure all newly assigned 1C3X1 personnel successfully complete the Joint Nuclear C2 Course prior to certification as a SIOP Emergency Action Controller with the following exceptions:

4.2.1.5.1. It is not mandatory for controllers that have served in a SIOP position, regardless of command within the last two years.

4.2.1.5.2. Controllers certified prior to Dec 1999 are not required to complete the course but it is highly recommended.

4.2.1.5.3. Waiver authority for this course is HQ AMC/DOO, ANG 1C3X1 Career Field Manager for ANG and AFRC 1C3X1 CFM for AFRC units.

4.2.1.6. Ensure all newly assigned controllers receive an orientation of base agencies associated with the command post.

4.2.2. Command and Control Flight Program. To provide controllers a better appreciation of what aircrews experience while out in the system, the Command and Control Flight Program has been established. Controllers can be scheduled to fly on operational missions to enhance their understanding of aircrew management. This is not a requirement for certification and can be performed before or after the controller is certified. The program is administered IAW AMCI 11-208.

4.2.2.1. Controllers will be exposed to the full spectrum of aircrew duties, from alert to crew rest, and all aspects of the air mobility mission. This includes being billeted, alerted, and transported with the aircrew. The flying aircrew's Operations Group Commander is the approval authority for Mission Essential Ground Personnel (MEGP) status before controllers join the crew. Controllers will not depart from the aircrew itinerary unless unusual circumstances arise and the aircraft commander concurs with the change.

4.2.2.2. MEGP status will be strictly controlled. Do not use MEGP status as a substitute for point-to-point travel requirements (see DOD 4515.13R, Air Transportation Eligibility, for Space-A duty passenger requirements. Units with unique requirements, conditions, or clarification of MEGP policy or procedures should forward MEGP requirements (memorandum or message format) to HQ AMC/DOVP, DSN 779-4273, FAX 576-5692 for clarification/approval (anticipate 10 days for reply).

4.2.3. The Training Manager will:

4.2.3.1. Be responsible for tailoring the AMC C2 JPRL, developing the unit training plan, the annual training plan IAW AMC C2 JPRL paragraph 1.4., and administering the unit training program IAW this instruction, headquarters, and local unit directives. SIOP-committed unit training managers are also responsible for unit tailoring of the classified SIOP JPRL, conducting aircrew training, and ensuring unit C2 controllers are qualified and certified to provide 24-hour SIOP reporting support (as required).

4.3. Annual Training Projections. Unit training managers will generate an Annual Training Plan (ATP). Training projections will be developed to identify the various training requirements and frequency of training to ensure unit level JPRL annual training requirements will be accomplished through recurring training, both formal and self-study.

4.3.1. Written Test Criterion Reference Objectives (CROs). All identified tasks in the unit level JPRL must be trained/tested at least annually. This is accomplished by using a combination of self-study, training, and formal training.

4.3.2. Performance Evaluation CROs. All performance tasks must be trained/evaluated at least semi-annually by training/evaluating a selected few tasks each quarter. Scenario Training tasks for self-study will be identified in monthly training letters. Scenario Training can be trained in one quarter and evaluated in the next quarter, or they can be trained and evaluated in the same quarter. Scenario training must be administered prior to evaluation.

4.4. Training Source Material. Units must have the documents listed below to be able to prepare ISD based controller training unless another training system meets or exceeds the standard used in ISD:

4.4.1. AMC JPRL. The AMC JPRL is a standardized list of tasks that C2 controllers must be able to perform to accomplish their jobs. Units will use the AMC C2 JPRL to build a tailored Unit Level JPRL for meeting local mission needs.

4.4.2. Unit Level JPRL. The unit level JPRL combines all MAJCOM directed tasks and local mission required tasks into a single document for completion of initial, refresher, and recurring training. Each task will be identified in a plan of instruction for use by the trainer and trainee to complete the requirement. A copy of the Unit Level JPRL must be forwarded to HQ AMC/DOOC for review.

4.4.3. Plans of Instruction (POIs). The trainer and trainee will use the AMC Plans of Instruction (POIs), modified AMC POIs, or unit developed POIs to complete all training for a particular task. Each POI will include an overview of the task to complete, a listing of CRO cross references, a listing of instructional aids/equipment, estimated duration of instruction, a reference listing, suggested prerequisites, and instructional guidance.

4.4.4. Unit Training Plan (UTP). The UTP is the Unit Level JPRL and POIs combined. This package was previously know as the "Training Outline" and is the guide and flow chart for completion of initial, recurring, and refresher training.

4.5. Training Requirements. Command and control training falls into four categories: initial, refresher, remedial and recurring.

4.5.1. Initial Training. All controllers will receive initial training in the following areas: OPSEC, COMSEC, information and physical security (Security Education and Training, Phase I, IAW AMC-PAM 31-3, *The Installation Security Constable Handbook*), emergency actions (if applicable), mission monitoring, and operational reporting requirements.

4.5.1.1. Controllers being certified in a specific area will accomplish all training requirements for that specific area. The certification-training segment is designed to provide C2 personnel the knowledge and skills necessary to function effectively in the global C2 system. The desired result of this training is a competent controller capable of effectively performing unsupervised duties when necessary. Formal training is intended to further develop and maintain these skills. The training manager manages certification training. ***NOTE:*** Classified information will not be disclosed to trainees until the appropriate security clearances have been granted.

4.5.1.2. All 1C3X1 personnel who are newly assigned and have not had AMC C2 experience in the last 3 years will attend the AMC Command and Control Course prior to certification. Not required for ARC forces, but highly encouraged. All AMC units must schedule students through HQ AMC/DOOC. A C2 CIF containing course dates will be published annually.

4.5.1.3. The training manager will maintain the UTP to meet the requirements of the AMC JPRL and unit mission. Controller trainees will use the UTP to guide and chart certification training progress. It will be used as a reference guide during and after certification. AFRC units follow guidance in AFRC 10-203 for maintenance of Controller Training Outlines (CTOs).

4.5.1.4. The training manager should schedule briefings from other supporting unit agencies such as plans, security forces, intelligence, maintenance, etc. Training managers should ensure briefings from support agencies are relevant to command and control.

4.5.1.5. The C2 agency Chief/Superintendent will periodically review the progress of trainees in the initial-training program and evaluate trainee feedback to ensure that training remains effective. This review will be documented in the individual's training records.

4.5.1.6. Once certified, the UTP will be maintained in the command post until the individual PCSs, separates, or retires. AFRC units will follow guidance in AFRCI 10-203 regarding maintenance of Controller Training Outlines.

4.5.2. Refresher Training. Refresher training is a condensed version of the initial training program. It is designed to teach controllers, with prior AMC C2 experience local procedures and command unique mission requirements. It is also used to recertify controllers who have been previously decertified or have not performed command and control duties for a period of 60 days in their respective MAJCOM.

4.5.2.1. An AMC controller transferred or sent TDY within the command may be certified after being administered only gaining unit refresher training. This training will be specifically designed to meet each individual controller's need for certification. Training should include, as a minimum, local procedures and required areas the individual was not previously certified in.

4.5.2.2. Controllers assigned to SIOP committed units will accomplish initial and recurring training as specified in this instruction. Units will cover all CJCS and USCINCSTRAT EAMs every six months.

4.5.2.2.1. Initial training for SIOP EA controllers will include the following subjects, as a minimum:

4.5.2.2.1.1. USCINCSTRAT Alert and Preparation Messages (EAP-STRAT, Vol 4, Chapter 3)

4.5.2.2.1.2. CJCS Emergency Action Messages (EAP-STRAT, Vol 4, Chapter 5)

4.5.2.2.1.3. USCINCSTRAT Execution and Termination Messages (EAP-STRAT, Vol 4, Chapter 4)

4.5.2.2.1.4. Exercises (EAP-STRAT, Vol 4, Chapter 6)

4.5.2.2.1.5. Communications Systems (EAP-STRAT, Vol 4, Chapter 2)

4.5.2.2.1.6. Receiving EAMs (EAP-STRAT, Vol 4, Chapter 2)

4.5.2.2.1.7. Determining EAM Applicability (EAP-STRAT, Vol 4, Chapter 2)

4.5.2.2.1.8. Acknowledging EAMs (EAP-STRAT, Vol 4, Chapter 2)

4.5.2.2.1.9. Relaying EAMs to Aircrews (EAP-STRAT, Vol 4, Chapter 2)

4.5.2.2.1.10. Alerting Aircrews (EAP-STRAT, Vol 4, Chapter 2)

4.5.2.2.1.11. Receiving and Relaying Klaxon Advisories (EAP-STRAT, Vol 4, Chapter 2)

4.5.2.2.1.12. Using Crew Action Sheets (EAP-STRAT, Vol 4, Annex A, Chapter 1)

4.5.2.2.1.13. Using of USKAC-165, USKAC-221, USKAC-2230, USKAC-72, AKAC-369, USKAC-985, and the AKAL-1553

4.5.2.2.1.14. Accomplishing EAM Checklists (EAP-STRAT, Vol 4, Chapter 2)

4.5.2.3. Controllers absent from duty for 15 days or more but performing C2 duties: Controllers in this category must review the controller information file (CIF), C2CIFs and event logs. Supervisors must brief controllers on changes in procedures and significant events that have occurred during their absence prior to assuming shift duty. Controllers will make up formal training conducted during their absence within 5 duty days of a return to duty.

4.5.2.4. Controllers absent from duty for 15 to 59 days and not performing C2 duties or ANG controllers that miss 2 consecutive UTA weekends without make-up: Controllers in this category must make up formal training conducted during their absence, review the controller information file (CIF), and C2 CIFs. They must also be briefed by their supervisor on changes in procedures and significant events that have occurred during their absence. These actions are to be accomplished prior to assuming duty.

4.5.2.5. Controllers absent from duty for 60 days or more and not performing C2 duties, ANG controllers that miss 3 or more consecutive UTA weekends, or AFRC controllers who miss 2 or more consecutive UTA weekends without makeup will be decertified. Controllers in this category must successfully complete refresher training, make up all formal training conducted during their absence, and review the CIF and C2 CIF prior to being recommended for certification to the designated certifying official. Certification must be accomplished before an individual may perform unsupervised duty. The controller's AMC Form 1028 will be documented accordingly.

4.5.3. Remedial Training. This will be administered to controllers who fail to maintain job performance standards or who obtain less than a satisfactory rating on any portion of a performance evaluation. It will consist of supervised reinforcement in the areas of weakness. Documentation by the Training Manager will explain the reason for remedial training, duration of training, specific tasks trained, and results of remedial training. The training manager will maintain this documentation until the controller leaves the unit.

4.5.4. Recurring Training. The purpose of recurring training is to ensure controllers remain knowledgeable in all areas pertaining to their unit's mission. Recurring training consists of formal training, self-study, and examination training. All controllers must be periodically trained and tested on tasks outlined in the Unit Level JPRL. Training for many of these tasks may be satisfied by self-study, but certain tasks must be trained in the more formal setting of training meetings and scenario-based performance evaluation CRO sessions. This training will be conducted on a regular basis and will consist of three basic types:

4.5.4.1. Formal Training. The formal training meeting is a group oriented "training" session in which subjects such as emergency actions, checklist implementation procedures, and items of current interest, as determined by the C2 managers, will be reviewed and/or briefed. It will be conducted in a "classroom" environment. Formal training must include a minimum of three hours per quarter of actual training in subjects such as emergency actions, mission movement, CONPLAN XX, OPORD XX, and commander interest items. Controllers should be tasked to provide briefings on subjects of current interest. Units should have outside agencies brief their particular functions/requirements. This will promote unit/mission understanding, and may create a better working relationship between the two agencies. Written/computerized testing and administrative or commander's call items will not be credited as formal training. Training meeting minutes will be recorded on the AMC Form 1027, **Record of Controller Formal Training**. AFRC units follow guidance in AFRCI 10-207 for formal training documentation. Training meeting minutes will

allow controllers absent from duty to gain an understanding of each topic discussed in the meeting. A video/audio tape recording may be used in addition to the minutes.

4.5.4.2. All controllers (except those excused by CP/AMCC managers) will attend formal training. Controllers not in attendance must make up this training within 5 calendar days of their return to duty. ANG/AFRC controllers will make up this training within 2 UTA weekends. Classified material (when not recorded) will be briefed to Controllers by the training manager. Material that requires absent controller's immediate action will be included in the CIF.

4.5.4.3. Self-Study. Each month, the training manager will provide a self-study letter detailing areas to be studied by all controllers. Self-study letter will be published in sufficient time before the training meeting to allow for self-study. The letter (a sample letter is contained in **Table 4.1.**) will list the Knowledge CROs to be self-studied that month and identify performance evaluation CROs to be trained/evaluated for that month/quarter. Controllers are responsible only for the self-study requirements in their areas of certification. A copy of the self-study letter will be placed in the CIF.

4.5.4.3.1. Study requirements will be specifically identified in the ATP citing references in the UTP. Example: Phase A03, Accomplish CP/AMCC Activities, Written Evaluation CROs – None, Performance Evaluation CROs – All, Knowledge CROs – All; or a specific chart, graph, or figure, if appropriate. This provides positive training by focusing Controllers on pertinent areas.

4.5.4.3.2. The self-study letter may also be used to notify Controllers of the dates/times and agenda of the formal training meetings, as well as task Controllers to prepare briefings for presentation at the training meetings. **Table 4.1.** is an example of a self-study letter.

4.5.4.3.3. The self-study letter will be retained for 12 months from the end of the month they cover.

4.6. Proficiency Measurement. Controller proficiency will be measured using examinations and task evaluations. Examination and evaluation training is designed to provide a systematic review of publications pertinent to the area in which the controller is certified and will be based on the self-study letter for that period.

4.6.1. Examinations. Each month, every certified controller will be administered a written or computerized examination. All controller tests will be designed to provide a systematic review of publications pertinent to the area in which the controller is certified and will be based on the self study letter for that period.

4.6.1.1. Written tests will be scored on a percentage of questions answered correctly with a basis of 90 percent needed to pass. All tests will be critiqued to 100 percent. Controllers failing to achieve a passing score will be required to restudy those areas of deficiency and will be retested prior to the next monthly examination. The C2 managers will evaluate controllers failing to maintain the standard on two consecutive examinations, with consideration given to entry into remedial training. To ensure the desired results of the exams are obtained, controller testing material, i.e., written or computerized examinations and tape training scenarios, should be properly controlled to prevent a compromise or disclosure of testing materials to unauthorized personnel.

4.6.1.2. Certified controllers will be administered examinations as follows:

4.6.1.2.1. All certified controllers will be given a “General Knowledge” 25-question open book written examination on a monthly basis covering tasks identified in the unit level JPRL.

4.6.1.2.2. All controllers certified in emergency actions will be given a 25-question examination on a monthly basis in addition to the testing requirements identified in paragraph **4.6.1.2.1.** For non-SIOP units and units supporting the ACC EAP, the C2 agency supervision will determine whether the exam will be open or closed book, but as a minimum, six exams a calendar year will be closed book. Test questions will be based on the applicable guidance (AMCI 10-202, Volume 5; EAP-STRAT Volume 4; or the ACC EAP).

4.6.2. Scores and results will be recorded on the AMC Form 1029, **Record of Controller Recurring Training**. AFRC units follow guidance in AFRC 10-203 for documentation requirements for controller testing.

4.6.3. Inspection Testing. The HQ AMC/IG CP inspector will test all available certified SIOP controllers in EAP-STRAT Volume 4 procedures. Controllers failing an IG examination will be considered decertified until recertified according to paragraph **4.10.1.**

Table 4.1. Sample Self-Study Letter.

MEMORANDUM FOR ALL CONTROLLERS 1 Jan 01

FROM: DOCT

SUBJECT: Monthly Recurring Training Letter (September)

1. SELF-STUDY: The following are the self-study JPRL tasks for the month of Jan 01. Controllers should cross-reference these tasks with the UTP. Controllers should review all CROs and study references supporting these CROs.

JPRL TASKS: A08A-01 through A08E-02, B08-01 through B08B-01

2. TRAINING MEETING:

Date: 21 Jan 01

Time: 1400L

Place: CAT

Agenda: The following is a tentative list of briefings scheduled:

TSgt Arthur	Command Training Plan
MSgt Nelson	Control of CP/AMCC Physical Plant
	CROs: A08A-01 through A08E-02
TSgt Evelyn	Operate UHF Radio
	CROs: B08-01 through B08B-01
MSgt Hale	Most missed CROs from Feb self study
Maj Scherer	OIC comments
CMSgt Gatlin	Superintendent comments

3. QUARTERLY PERFORMANCE SCENARIOS: Listed below are the performance training and evaluation schedules for this month.

EA Quarterly Performance Training Schedule: Performance training during this quarter (JAN-MAR) will come from the following JPRL tasks:

JPRL TASKS: D01, D02, D03

4. NEW AND REVISED PUBLICATIONS, QRCs, AND OIs FOR REVIEW: AMCI 10-202, Vol 2.

5. Should anyone have a question concerning this month's recurring training, contact TSgt Arthur immediately.

John Q. Smith, Colonel, USAF

Chief, Command Post Operations

4.6.4. Task Evaluations. At least once every 180 days, each certified controller will be administered a task evaluation designed to evaluate job knowledge and performance in each area in which controllers are certified. Results of all evaluations will be recorded on the AMC Form 1029.

4.6.4.1. The evaluation scenarios should:

4.6.4.1.1. Be as realistic as possible to evaluate controller/controller team proficiency.

4.6.4.1.2. Utilize and evaluate checklists and controller team performance.

4.6.4.1.3. Emphasize the unit mission.

4.6.4.1.4. Incorporate general C2 functions whenever possible.

4.6.4.2. SIOP Task Evaluations. Prior to certification EA trainees should participate in a Local Practice ORI. When this in not possible, controllers are required to participate in a certification situation exam. This situation exam will include, as a minimum, situations that include A-Hour, Generation, Posture Changes, Survival or Positive Control Launch, Execution, and Termination. The LPORI or the situation training exam will be documented and maintained IAW paragraph **4.10.** of this instruction, for each certified individual for as long as that individual is assigned to the command post.

4.6.4.2.1. Situation training should ensure controllers are trained and proficient in EAP-STRAT. Instructors must provide inputs and assume various roles to develop a truly realistic environment. All certified controllers will be administered a situation training exam (at least quarterly using a team consisting of at least two, but no more than four controllers).

4.6.4.2.2. Situation training will not be conducted on the console. This training will be conducted in a secure area to ensure that there in no possibility on an actual EAM or an EAM encoded in a training document being transmitted over any communications system. EA Checklists and Crew Action Sheets located on the EA console are dedicated resources and will not be used for training exercises or test. Training checklists, formats, and crew action sheets will parallel the EA material on the console. KTC-165, KTC-221, and KTC-2230 are for classroom training only.

4.6.4.3. Requesting EAM Support. Units desiring a LPORI or FTX Exercise will request EAM support from USSTRATCOM through HQ AMC/DOOC. See EAP-STRAT, Vol 4, Chapter 6 for additional information.

4.6.4.4. Semiannual evaluations may not be substituted for a monthly written or computerized examination. Higher headquarters evaluations or exercises can satisfy these requirements, if in the opinion of the local C2 managers, sufficient training has been experienced.

4.6.4.5. Controllers receiving a less than satisfactory rating on any portion of an evaluation must complete remedial/supervised training in the area of weakness and be reevaluated to a satisfactory level before resuming unsupervised duty.

4.7. Training and Certification Areas. **Table 4.2.** indicates specific training and certification areas.

4.7.1. Mission Management. This training is administered to C2 personnel assigned to the TACC cells and an AME. It encompasses all facets of unit mission movement as well as those requirements and techniques unique to the TACC's global management mission. AME/CP controllers will mission manage locally executed missions only. This training is conducted during mission monitoring.

4.7.2. Mission Monitoring. This training is administered to C2 personnel assigned at unit level, i.e., wing CP/AMCC. It encompasses all facets of AMC mission movement and includes the general C2 skills needed to operate in a CP/AMCC, i.e., creating an events log, maintaining CP/AMCC physical security, running QRCs, etc.

4.7.3. Emergency Actions. Training in emergency action procedures applies to AMC controllers as follows:

4.7.3.1. TRANSCOM/AMC Command Center, their augmentees (as identified by TACC supervision), and TACCALT EA controllers will be trained and certified in JCS, USSTRATCOM, USTRANSCOM, USAF, and AMC emergency action procedures.

Table 4.2. Training and Certification Areas.

	Mission Management	Mission Monitor	Emergency Actions	Operational Reports	SORTS
TACC	**X**		**X**	**X**	
CP		**X**	**X**	**X**	**X**
AMCC		**X**	**X**	**X**	**X**
AFRC/ANG CP		**X**	**X**	**X**	
AFRC/ANG CP (SIOP)		**X**	**X**	**X**	

4.7.3.2. Command Posts will train and certify emergency action controllers IAW AMCI 10-202, Volume 5. Additionally, SIOP committed CPs will also train applicable USSTRATCOM EAP requirements as part of emergency action certification. There is no requirement for a separate USSTRATCOM EA certification area. These additional training objectives are part of the overall AMC EA certification area.

4.7.3.3. 729 AMS/AMCC controllers will be trained and certified in the host wing emergency action procedures as specified in the Support Agreement.

4.7.3.4. AMC-gained Air Reserve Component (AFRC/ANG) unit EA controllers will be trained and certified in AMC emergency action procedures IAW AMCI 10-202, Volume 5. Those with a SIOP commitment will also train applicable USSTRATCOM EAP requirements as part of their emergency actions certification.

4.7.4. Operational Reports. Training is accomplished IAW AFMAN 10-206, *Operational Reporting* and AFMAN 10-206, AMC SUP 1.

4.7.5. Status of Resources and Training Systems (SORTS). SORTS controllers will be trained and certified IAW CJCMS 3150.02 and AFI 10-201, AMC SUP 1 (not applicable for AFRC/ANG CPs). Additionally, AFRC/ANG units will comply with their specific headquarters designated regulations.

4.7.6. COMREP Certification Requirements. COMREPs must meet AMC's certification requirements. The COMREP's immediate commander is the certification official. Maintain the certification record with the host's certification records.

4.8. Controller Certification. Certification provides a consistent standard against which controllers are judged. It serves to quickly determine who has the necessary skills for the job. Certification is contingent upon assessment of an individual's progress by the CP managers and the certifying official. All AMC C2 controllers must be certified prior to performing unsupervised duties. Certification must also be sustained by completion of all recurring training requirements. Failure to maintain established certification standards will result in immediate entry into remedial training and/or decertification.

4.8.1. Controllers in Tanker CPs with SIOP commitments are required to have access to SIOP-ESI materials prior to certification. The CP Security manager will coordinate with the supporting Security Forces agency for the award of the interim clearance. IAW AFI 10-1102, AMC Sup 1, *Safeguarding the Single Integrated Operational Plan (SIOP),* wing commanders may grant SIOP-ESI access to persons assigned to positions requiring permanent access to SIOP-ESI materials. Access can be granted once an interim Top Secret clearance is obtained, and the requirements of AFI 10-1102 and its AMC supplement are met. However, the COMSEC Two Person Integrity (TPI) requirement to have an individual present with a final TS clearance to handle the TPI material will not be waived.

4.8.2. AMC CPs supporting multiple commands are not required to have tenant commanders interview and certify controllers, nor sign the certification form. Certification by the certification official means the controller is qualified to support all host and tenant units. Ensure all supporting command requirements are included in the UTP. Classified information will not be disclosed to trainees until the appropriate security clearances have been granted.

4.8.3. Certification Requirements:

4.8.3.1. TACC

4.8.3.1.1. TACC. The HQ AMC/TACC/XOC may determine the training and certification requirements for the following:

4.8.3.1.1.1. TACC/XOC and Deputy.

4.8.3.1.1.2. TACC Directors of Operations.

4.8.3.1.1.3. Chief Enlisted Manager.

4.8.3.1.1.4. Operations Superintendent.

4.8.3.1.2. Personnel assigned to the East and West Cells will be trained and certified in mission management. TACC controllers performing EA functions will be trained and certified in the appropriate EA procedures. TACC controllers submitting Operational Reports will be trained and certified in Operational Reporting. TACC controllers performing training functions will be certified in all areas they train.

4.8.3.1.3. All certified TACC controllers will perform a minimum of two console shifts per month in order to maintain certification.

4.8.3.1.4. Initial certification for all assigned controllers must be accomplished as soon as the controller is qualified, but no later than 90 calendar days from Date Arrived Station (DAS).

For airman participating in the First Term Airman Center (FTAC) program, show DAS as the first duty day after FTAC is completed.

4.8.3.2. Unit CP/AMCC:

4.8.3.2.1. Initial certification for all assigned controllers must be accomplished as soon as the controller is qualified, but not later than 90 calendar days for all certification areas except SIOP Emergency Actions. SIOP Emergency Actions certification will not exceed 120 calendar days for controllers with proper clearances. For airman participating in the First Term Airman Center (FTAC) program, show DAS as the first duty day after FTAC is completed. SIOP committed unit managers will determine the sequence of controller certification (mission monitoring, EA, reports) based on mission requirements and awarding of proper security clearances. They will ensure that controllers remain actively involved in the training certification process until completion. Controllers awaiting a Top Secret clearance will begin training in areas not requiring a Top Secret clearance. (AFRC/ANG units see paragraph **10.8.**).

4.8.3.2.2. All officer and enlisted controllers assigned to a CP will be certified in Mission Monitoring, Emergency Actions and Operational Reports. All officer and enlisted controllers assigned to an AMCC will be certified in Mission Monitoring and Operational Reports. In addition, those controllers who gather, compile, process, or quality control SORTS data will also be certified in SORTS (not applicable for AFRC CPs). All certifications/decertifications will be recorded on the AMC Form 1028, **Controller Certification Record**.

4.8.3.2.3. All certified controllers will perform a minimum of two console shifts per month in order to maintain certification. AFRC units will comply with AFRCI 10-203.

4.8.4. Certification will be accomplished for the following:

4.8.4.1. Satisfactory completion of initial training.

4.8.4.2. Satisfactory completion of refresher/remedial training.

NOTE: Recertification of controllers is not required due to a change of commanders.

4.8.5. Certifying authorities for all certification areas are as follows:

4.8.5.1. TACC. The TACC Director of Command and Control (XOC) may designate the certification authority between the XOC, Deputy XOC, or to the lowest level--the individual division chiefs.

4.8.5.2. Unit CP. The wing commander for AMC hosted installations, or the senior AMC representative on an installation where AMC is tenant, will delegate the certification authority between the Commander, Vice Commander or Director of Staff and must personally interview each controller.

4.8.5.3. AMCC. The squadron commander is the primary certification authority for all areas. This authority may not be delegated below the squadron director of operations.

4.8.6. If a controller fails to certify within the required time frame, C2 managers will notify HQ AMC/DOOC of the reason for delay and the estimated certification date in writing. In addition, C2 managers will document the following information and file it in the individual's training folder (AFRC units follow guidance in AFRCI 10-203):

4.8.6.1. Reason for delay.

4.8.6.2. Recommendations regarding continuance of training or retention/non-retention of the individual in the command and control career field.

4.8.6.3. Estimated certification dates (only if the individual is recommended for retention).

4.9. Controller Decertification. AMC C2 managers will ensure controllers remain proficient in certified tasks, take immediate action to correct deficiencies, and remove controllers found not suitable for command and control duty. Reassignment, retraining, or discharge actions will be submitted through the local DP unit and coordinated with HQ AMC/DOOC.

4.9.1. Controllers can be decertified for several reasons, including extended periods of absence, failure to maintain regulatory and locally established certification standards, failure of written or task evaluations, or security clearance withdrawal. Decertification will be accomplished by the certification authority, but should be based upon recommendation of one of the following:

4.9.1.1. AMC C2 Chief/Superintendent.

HQ AMC/IG Inspectors.

HQ AMC/ DOO C2R Team Chief.

4.10. Certification Documentation:

4.10.1. Certification. A separate Controller Certification Record is prepared for each certified controller. AMC Form 1028 will be used. Complete the identification block of the form. This form will be used to document controller certification and decertification.

4.10.1.1. Document the certification in the appropriate block, i.e. Emergency Actions, Mission Monitoring, Operational Reports, SORTS. Enter the signature block of the certification official.

4.10.1.2. After the interview is conducted and the controller is found to be fully qualified, the certification official will sign and date the form.

4.10.2. Decertification. Decertification will be documented by lining through the previously certified area in red. Remarks will be included on the reverse of the form to state the unclassified reason for the decertification.

4.10.3. Recertification. Document recertifications in blocks 5 through 10. The training manger will document the form as outlined in paragraph **4.10.1.**

4.11. Controller Certification/Training Records. A record of controller certification and recurring training will be maintained in a single Command Post Controller Training and Certification Book. AFRC units will comply with documentation requirements outlined in AFRCI 10-203. Divide the book into (4) sections as described below.

4.11.1. Section I – Controller Certification Record. Include the certification record(s) for each certified controller assigned. Records will be prepared IAW paragraph **4.8.** above. Units will maintain record for the duration of the controller's assignment. ***EXCEPTION:*** Due to the large quantity of records, TACC certification records may be maintained separately from the Command Post Controller Training and Certification Book.

4.11.2. Section II – Monthly Formal Training Records. This section will contain a Record of Controller Formal Training for each month. AMC Form 1027 will be used. This record will include the following information:

4.11.2.1. Actual training accomplished and the actual time used to complete the training will be reflected.

4.11.2.2. Reason for absence (leave, TDY, hospital, etc.) for each individual absent and the date makeup training was completed will be indicated in the "Personnel Absent" block of the AMC Form 1027.

4.11.3. Section III - Recurring Training. This section will contain the monthly self-study letters signed by the CP managers.

4.11.4. Section IV - Record of Controller Recurring Testing. AMC Form 1029 will be used. Document all recurring training on this form.

4.12. Records Maintenance. With the exception of the certification records maintained in Section I, units must retain training documents in the C2 agency training and certification binder for 12 months.

Chapter 5

MISSION MANAGEMENT/MONITORING

Section 5A—AMC Mission Management and Monitoring.

5.1. Mission Movement. Execution of the mission is accomplished by controllers performing pre-flight, in-flight, and post-flight coordination, direction, and reporting necessary to ensure successful mission accomplishment for all tasked missions. As mentioned in **Chapter 2** of this instruction, the TACC, AME (when activated), and CPs (for locally executed missions) are responsible for Mission Management, while CPs, AMCCs, and TALCEs are responsible for Mission Monitoring. Mission Management and Mission Monitoring are terms used only to identify the difference in scope between the activities involved. At each level, proactive management is required to ensure successful mission accomplishment. The reporting requirements in this chapter are exempt from licensing in accordance with paragraph 2.11.10. of AFI 37-124, *The Information Collections and Reports Management Program; Controlling Internal, Public, and Interagency Air Force Information Collections.*

5.1.1. Mission management is the function of organizing, planning, directing, and controlling AMC airlift and/or tanker missions operating worldwide. Mission management includes mission execution authority, the authority to direct where and when a mission goes and what it does once it arrives there.

5.1.2. Mission monitoring is the function of organizing, planning, directing (limited), and controlling AMC airlift and/or tanker missions operating from or through your location. Mission monitoring does not include mission execution.

5.1.3. General Responsibilities for Mission Execution. C2 agencies are responsible for managing activities surrounding the execution of the mission and reporting the status of those activities. CP/AMCCs will generate and utilize a mission Sequence of Events (SOE) tracking mechanism. Some of these activities include, but are not limited to, monitoring the current maintenance status and parking spot of aircraft committed for, or operating missions, and alert/alert backup aircraft. They track loading spots and aircraft towing intentions, and as required, accidents/incidents involving AMC aircraft and associated equipment. Also monitored are the actual time passenger, cargo, and fleet service operations are completed; revisions to payload figures; locations of preferred remote parking spots; information concerning any hazardous cargo (including that required by AFJI 11-204, *Operational Procedures for Aircraft Carrying Hazardous Materials*), Department of Transportation (DOT) class and division, gross weight, and net explosive weight (NEW)); air transportation data pertaining to the required and actual movement of AMC Mission Impaired Capability Awaiting Parts (MICAP) and Very Very Important Parts (VVIP) items; and information concerning sensitive cargo and/or passengers (for example, third country nationals) which may restrict reroutes or diversions or require action to comply with the DoD Foreign Clearance Guide; and DV movement information. Other responsibilities and functions are based upon specific unit missions.

5.1.4. After launch, the CP will mission manage all locally executed missions, and may follow the movement of unit aircraft executed by TACC, but normally have no further responsibility for mission execution.

5.1.5. Mission movement reporting for USAFE/PACAF assigned aircraft flying Transportation Working Capital Fund (TWCF) missions operating on AMC mission numbers is accomplished through the AMCCs directly to the TACC. After launch of a mission from an en route station, that sta-

tion's AMCC normally has no further responsibility for mission execution other than performing the appropriate mission movement reporting.

5.1.6. The TACC will mission manage and flight follow all AFRC/ANG aircraft operating AMC missions as specified by **Chapter 10** of this volume.

5.1.7. Unique Responsibilities:

5.1.7.1. The TACC will perform command and control functions until inbound aircraft are within UHF/VHF range of its destination CP/AMCC. The destination CP/AMCC is responsible for advising inbound aircraft of any unsafe conditions and coordinating diversions to alternate airfields with the TACC.

5.1.7.2. The 89 AW CP is the executive agent for exercising control over special air missions (SAM) scheduled by the White House Military Office (WHMO), Airlift Operations. Specifically, the 89 AW CP will:

5.1.7.2.1. Accept and coordinate requests for airlift only from the Office of the Vice Chief of Staff, USAF.

5.1.7.2.2. Coordinate SAM activities to ensure safe and reliable mission accomplishment.

5.1.7.2.3. Maintain a communications system to effectively accomplish the above requirements. Voice communications will be the primary mode to ensure near real-time inputs to all concerned agencies and to ensure safety and reliability of the worldwide airlift of dignitaries of the United States and foreign governments.

5.1.7.2.4. Report real time progress of other than "Close Hold" missions. This will entail entering mission movement information into AMC C2 systems as required by AMCI 10-202, Volume 6.

5.1.7.2.5. Report progress of "Close Hold" missions by exception directly to the TACC Director of Operations.

5.1.7.3. The HQ AMC/TACC is the executive agent for exercising command and control functions over AMC aeromedical airlift missions in the CONUS.

5.2. Aircrew Management. Aircrews are a vital resource in the accomplishment of the AMC mission. To ensure that aircrews are available to support the mission, they must be managed properly. The following responsibilities apply:

5.2.1. HQ AMC/DOO will:

5.2.1.1. Provide staff assistance in the development of operating policies dealing with aircrew management, including policies which address stage and reserve crew management, additional ground time for crew enhancement, and management of aircrew Scheduled Return Time (SRT).

5.2.1.2. Identify opportunities to use computerized methods for aircrew management and coordinate on automated system development and implementation.

5.2.1.3. Identify along with the TACC/XOC, negative trends in aircrew management and develop recommended corrective actions.

5.2.2. The TACC will:

5.2.2.1. Ensure the mission planning process fosters the efficient use of aircrews.

5.2.2.2. Collect and present real-time data on aircrews away from home station to support efficient aircrew management IAW AMC policies.

5.2.3. Ensure routine short-notice theater requests for JCS priority 2, 3, 4 Special Assignment Airlift Missions (SAAMs) will not be supported with in-system strategic resources other than current prepositioned aircraft, if such an action would require the aircrew to return to home station after their scheduled return time (SRT). Priority 1 SAAMs, natural disaster relief, emergency air evacuation, and JCS directed requests will continue to be supported as required. Exceptions, on a case-by-case basis, must have TACC Director of Operations approval.

5.2.4. All AMC CP/AMCCs will use SRT to manage aircrews in the system. Certain uncontrollable factors, such as maintenance, weather, or Air Traffic Control (ATC) delays will cause crews to return to home station after SRT. CP/AMCCs will make every effort to return crews to home station on schedule. TACC/XOZ is the approving authority for crews requesting SRT overflight.

5.2.4.1. Once approved, the circumstances and completed coordination should be included as a remark. Do not change the SRT contained on the GDSS Form 59 or the C2IPS Single Mission Display.

5.3. Aircrew/Mission Support. The aircrew and CP/AMCC interface is accomplished to provide an exchange of required mission information.

5.3.1. CP/AMCCs will provide information to support aircrew needs as necessary; i.e.:

5.3.1.1. Aircraft tail number and call sign.

5.3.1.2. Aircraft maintenance status.

5.3.1.3. Aircraft parking spot.

5.3.1.4. Departure time, route, and mission number.

5.3.1.5. Fuel load.

5.3.1.6. Cargo/passenger load.

5.3.1.7. Advanced Computer Flight Plan (AFCP) (when needed).

5.3.1.8. Unique mission requirements.

5.3.1.9. VIP information.

5.3.1.10. Deadhead crew, ACM, etc., information.

5.3.1.11. Itinerary to next crew rest point (or next location with an AMC CP, whichever is more distant).

5.3.1.12. Diplomatic clearance information.

5.3.1.13. 24-hour access to an Aircrew Intelligence Read File.

5.3.1.14. Air Refueling information (i.e., receiver/tanker, mission status, A/R track weather, unique A/R radio frequencies, etc.)

5.3.1.15. GDSS Airfield Database (AFD) printout.

5.3.1.16. Latest copy of North Atlantic Track (NAT) message (if applicable).

5.3.2. Although not mandatory for all aircrews, C2 controllers must be able to direct aircrews to information regarding local departure briefings upon request. Controllers can also provide a telephone patch to the most appropiate agencies to support aircrews as required.

5.3.3. Aircraft commanders will ensure they receive applicable information for each mission. When requested by the aircraft commander, the AMC CP/AMCC will provide or arrange for additional information or briefings related to such matters as, but not limited to:

5.3.3.1. Buffer zone.

5.3.3.2. Electronic warfare activities.

5.3.3.3. Intelligence/terrorist threat.

5.3.3.4. Diplomatic clearance.

5.3.3.5. Hazardous cargo.

5.3.4. For all en route arrivals, the aircraft commander and additional crew members (ACMs) will contact the appropriate CP/AMCC and provide or receive the following information, as applicable:

5.3.4.1. Stage posture.

5.3.4.2. Legal for alert time/alert window.

5.3.4.3. Crew/ACM orders.

5.3.4.4. Base information handout.

5.3.5. Unit CP/AMCCs should maintain the Airport Qualification Program (AQP) covering appropriate airfields for viewing by aircrews upon request. If equipment and program are maintained by another local function and are available 24 hours a day, that capability can be used to fulfill this requirement. HQ AMC Training Division (HQ AMC/DOTK) at DSN 779-2553 is the point of contact for AQP information.

5.3.6. Prime Knight Program. This program was developed to ensure high quality and consistent transportation, lodging, and food service support to transient aircrews. Prime Knight success depends on the consolidated efforts of aircrews and many service organizations, and the accuracy of the aircrew information. Refer to AMCI 34-1, *Prime Knight* for further information. The following guidance applies to all AMC aircrews and C2 facilities:

5.3.6.1. C2 Facility Notification Responsibilities. IAW AFI 11-208, *Tanker/Airlift Operations*, the ultimate responsibility for ensuring billeting requirements are passed, rests with the aircraft commander. AMC CPs/AMCCs will ensure current aircrew orders (including ACMs, deadhead crews, and MEGPs) are transmitted to the next crew rest station's C2 facility NLT 30 minutes after the mission departs (include expected arrival and departure times). When a station is not in receipt of the aircrew orders, the controller will contact the last departure location to request a copy of the orders. If the last departure station does not have a copy, the arrival station will contact the home station CP to request a copy. For this reason, the home station CP must maintain a copy of all aircrew orders for crewmembers presently in the system. Primary means of transmission is the facsimile (FAX); secondary is via telephone.

5.3.6.2. Home Unit Responsibilities. Home units must ensure the fund cite is clearly indicated on the orders for reservations to be made in advance. Lack of a fund cite will require the aircrew to make their own advance reservations through use of a credit card. When the aircrew orders do not include a fund cite, the aircrew must provide a credit card number to hold lodging reservations at downline stations.

5.3.6.3. Aircrew notification responsibilities. If the mission is departing from a non-AMC facility, the aircrew will confirm the next station C2 facility is in receipt of aircrew orders (including ACMs, deadhead crews, and MEGPs) before departing that location. Include the number of officers, enlisted, male and female, etc.

5.3.7. CP/AMCCs contacted by any aircraft in need of assistance will take action to guarantee safety of flight and coordinate assistance with the TACC.

5.4. Stage Management System. This system is activated by TACC/XOC when necessary to maximize airlift/air refueling capability IAW AMCPAM 10-210, *Stage Crew Management*. Staging aircrews at critical locations minimizes the time aircraft spend on the ground awaiting rested aircrews. This is a force multiplier providing significantly increased airlift and air refueling capability.

5.4.1. Objective. The objective of the Stage Management System is to provide, well rested, aircrews with the appropriate Legal for Alert (LFA) time to accomplish the mission. By providing accurate reports to Higher Headquarters, stage managers facilitate effective and efficient airlift and air refueling operations.

5.4.2. Types of Stages:

5.4.2.1. Directional Stage. A stage that flows in only one direction; e.g., eastbound in which aircrews and missions continue in the same direction.

5.4.2.2. Bidirectional Stage. A bidirectional stage is one in which the stage aircrews flow in two or more directions. This type of stage requires more management and decision-making. SRTs will normally establish each aircrew's availability for additional missions.

5.4.2.3. Mechanical Stage. A stage established by C2 agencies for a specific mission where no stage was originally planned. The stage is created when a mission is delayed or aborted, and the crew enters rest. Mechanically staged crews become first out in the same direction when legal for alert. An inbound crew may be bumped from the mission even though they have sufficient duty time remaining to complete that mission. This is normally accomplished for frequency channel missions in extended delay.

5.4.2.4. The type stage chosen is dependent on the airflow.

5.4.3. C2 Stage Management Integration. If an AMC C2 capability (fixed or mobile) exists at a stage location, the C2 agency is responsible for managing the stage as long as the number of stage aircrews provided does not exceed four. However, if the number of stage crews exceeds four, TACC/XOO should deploy the Mobile C2 Aircrew Stage Control UTC (7E1AN) then a stage management team will be provided. This package contains personnel and equipment and can stand alone. Each stage location will have a senior stage manager and a number of duty stage mangers. The senior stage manger will contact the senior AMC official at stage locations with an existing AMC C2 agency to coordinate facilities and support. The stage management workspace should be collocated with but physically separated from the local AMC C2 function (CP, AMCC, TALCE, etc.). The senior stage

manager is responsible for coordinating with the local C2 agency to establish which activity will be performed by whom. It is absolutely critical that the activities, functions, and responsibilities of the stage manager and the local C2 agency be fully integrated and coordinated to avoid conflicts and/or duplication of effort.

5.4.3.1. Stage system managers are sourced by TACC/XOPM and report directly to the Deputy Director of Operations (DDO) overseeing the operations requiring the stage. Stage system managers collect aircrew data from location stage managers and provide direction for routine aircrew stage management. Final authority for unusual circumstances rests with the TACC Director of Operations.

5.4.3.2. Location stage managers are sourced by TACC/XOPM and report directly to the TACC Stage System Manager, or Duty Stage Manager. Location stage managers set aircrews LFA, arrange transportation, and brief crews on applicable items. They are responsible for recording, compiling, and reporting aircrews-relating information to TACC. They should also coordinate closely with local C2 agencies to ensure all responsibilities of crew management are completed.

5.4.4. Stage Crew Priorities. (1) Emergency return, (2) SRT, (3) In stage over 48 hours (4) First in first out.

5.4.5. For further information on stage aircrew management procedures and techniques, please see AMCPAM 10-210, *Stage Crew Management*.

5.5. Originating Mission Setups:

5.5.1. Normal Procedure. Not less than 6 hours prior to mission departure, CP/AMCCs will ensure that the following agencies have entered their information into GDSS/C2IPS for each mission departing their station:

5.5.1.1. Current operations: Mission identifier and schedule.

5.5.1.2. Applicable flying squadron: AC name and last four digits of social security number, squadron, wing, SRT, call sign, number of officer and enlisted crewmembers, and the breakdown of the aircrew (numbers of officers male and female and enlisted male and female).

5.5.1.3. LG: Aircraft tail number and aircraft due home date.

5.5.2. Alternate Procedure. When local input cannot be accomplished due to system outages, NLT 5 hours prior to mission departure, C2 facilities will provide the TACC with the information outlined in paragraph **5.5.1.**

5.6. Computer Flight Plans (CFP). C2 agency responsibilities with regard to CFPs are outlined in AMCI 11-208, *Tanker/Airlift Operations*. The AMC Computer Flight Plan (CFP) system was developed to provide computer generated flight plans for AMC aircrews. The CFP provides an optimized solution to the navigational and fuel computation problem. TACC/XOCZF, AMC CPs/AMCCs, and AMC aircrews have responsibilities in the CFP system.

5.6.1. TACC Aeronautical Route Planning Branch Responsibilities. TACC/XOCZF will comply with AF and HQ AMC regulations and directives to provide timely computer flight plan support to appropriate AMC missions. Short notice requests will be supported within capability and time constraints of the computer and communications system.

5.6.2. CFPs are provided only for aircraft movement with leg segments greater than 450 NM. Requirements for CFPs will be tracked in GDSS/MLS and requests for CFP support are not necessary. CFP support for contingency planning, simulator programming, diplomatic clearances, etc., will be prioritized and provided on a time available basis.

5.6.3. CFPs will be put on the CFP Bulletin Board when the departure station has the appropriate computer hardware. CFPs are normally posted on the CFP Bulletin Board 6 to 8 hours prior to scheduled departure. Stations without appropriate computer hardware will receive CFPs via facsimile or electronic mail. If an aircrew is unable to receive a CFP by any other means, the Route Operations Officer (ROO) will provide CFP information via telephone.

5.6.4. Normally, CFPs will be sent to major AMC stations for the next leg of a mission when there is sufficient ground time for flight planning at that station. If an aircrew crew rests at a non-major AMC station where CFP reception is possible, they will receive the CFP there. If the mission transits one or more stations not capable of CFP reception, a package of CFPs will be provided from the departure station to the next major AMC station or crew rest location capable of CFP reception. European operations are an exception to the above policy and in Europe, CFPs will be provided for the entire day's itinerary. When required for pre-filing to obtain slot times, CFPs will be provided prior to the crew entering crew rest for the following day’s mission.

5.6.5. CFPs are route, altitude, and fuel optimized based on current winds and cargo weight. CFPs will reflect the optimized solution unless routing and/or altitude changes are dictated by hazardous en route weather, routing to avoid or join established tracks, aircraft performance restrictions, etc. To ensure adequate time to correctly generate the CFP, other change requests may be made with proper coordination at least 24 hours in advance during normal duty hours.

5.6.6. CP/AMCC Responsibilities. CP/AMCC duty controllers must be familiar with the CFP system.

5.6.6.1. CP/AMCC controllers will notify the ROO as soon as possible of maintenance deviations, correct cargo weights, aircraft tail numbers, TACC approved routing changes and/or departure times, etc., so a CFP bulletin board, FAX, or e-mail reflecting the most accurate data can be transmitted.

5.6.6.2. Controllers will ensure receipt of appropriate CFPs prior to aircrew alert time. If the CFP has not been received, call the ROO. CFPs can be retransmitted via alternate means; i.e., DMS, CFP Bulletin Board, or Fax.

5.6.6.3. CP/AMCC controllers will check the CFPs for correct departure/destination, aircraft type and restrictions, and cargo weights. If a problem exists, notify the ROO for a corrected copy. CPs/AMCCs that have the CFP Bulletin Board system can adjust departure time and/or cargo weight and receive a corrected copy within minutes.

5.6.6.4. The CP/AMCC provides the aircrew with the original copy of the CFP. Aircrews will report to the CP/AMCC with a virus free, 3.5” floppy disk to download the data. CP/AMCC controller will check the disk for viruses and copy the CFP to the disk. In the event CFPs are not available due to computer or communication line outages, etc., notify the ROO immediately so that the aircrew can be provided CFP information via telephone.

5.7. Diplomatic Clearance Responsibilities: The TACC International Clearance Branch (TACC/XOCZD) is the focal point for aircraft diplomatic clearance information for all missions AMC has operational control over. This does not imply that TACC/XOCZD coordinates aircraft clearance for every

AMC mission, merely that the Clearance Branch is available for technical assistance if required. Furthermore, CP/AMCC controllers retain their responsibility to remain cognizant of diplomatic clearance requirements for missions they are working. For further information on diplomatic clearance policies, see AMCI 11-208.

5.8. Border/Buffer Zone Violations. CP/AMCCs will establish procedures to ensure complete information concerning actual or alleged border or buffer zone violations are forwarded, through channels, to the TRANSCOM/AMC COMMAND CENTER without delay. These procedures will include:

5.8.1. Coordination with local air traffic control, air defense, and C2 agencies.

5.8.2. Thorough debriefing of the aircrew. Copies of navigation logs, flight records (including HF position reports, in-flight weather reports), and other pertinent data will be obtained from the crew. Normally, this debriefing is conducted by the unit CP/AMCC at the first point of landing following the incident using the Border Violation QRC.

5.8.3. Ensure the AMC NAF commander and the senior AMC commander responsible for the area in which the incident(s) occurred and/or aircraft lands are provided all available information to assist in the investigation/debriefing.

5.8.4. OPREP-3 reporting (if required).

5.9. Special Category Missions. Occasionally, an AMC mission is operated with requirements and procedures different from standard missions. These special category missions may place additional demands on the command and control system above those required for normal operations. Mission movement reporting is IAW AMCI 10-202, Volume 6.

5.9.1. CLOSE WATCH. CLOSE WATCH procedures expedite the flow of essential mission information up channel to the agency imposing the procedure and ensure designated missions receive special attention. CP/AMCCs will adhere to the following procedures for CLOSE WATCH missions:

5.9.1.1. Mission movement forms including computer equipment screen faces, i.e., C2IPS, GDSS, used by the CP/AMCC will be prominently annotated (or colorized in C2IPS) with the words "CLOSE WATCH" or the letters "CW" to facilitate the rapid identification of CLOSE WATCH missions.

5.9.1.2. The CP/AMCC monitoring a SAAM CLOSE WATCH mission will ensure the onload and offload contacts (airlift) or receivers (air refueling) are promptly notified of delays that affect on time operation of the mission and will advise them of the revised scheduling.

5.9.1.3. PHOENIX BANNER/SILVER/COPPER Missions. (Refer to AFI 11-289)

5.9.1.3.1. Operational Concept. PHOENIX BANNER resources consist of designated aircraft and certified aircrews that support the President of the United States. PHOENIX SILVER missions support the Vice President. PHOENIX COPPER missions support the Secret Service. These missions have an established priority of 1A1 and will be tasked and mission managed as "CLOSE WATCH" missions by TACC/XOC. PHOENIX BANNER missions are the highest JCS priority missions flown by HQ AMC.

5.9.2. CLOSE HOLD Missions. AMC operates certain missions that are highly sensitive. These missions place an unusual burden on the command and control system since any facet of the mission may require special handling procedures and limited access. The sensitive information may include the

itinerary, the material being transported, or the unit being supported. By identifying a mission as "CLOSE HOLD," HQ AMC limits the access to particular mission information and requires modification of certain command and control procedures. Real time mission movement reporting WILL NOT be accomplished on CLOSE HOLD missions. Specific modifications to normal command and control procedures, when required, are identified in the tasking order (mission operating directive, OPORD, etc.).

5.9.3. PHOENIX PUSH. PHOENIX PUSH is a code name used to designate a mission with high-level interest from senior AF and DoD leadership, Congress, or the national or international media. Planners at all levels (OG, wing, NAF, TACC, and HQ AMC) must be involved in properly designating PHOENIX PUSH missions. The TACC will forward recommendations for PHOENIX PUSH to AMC/CC who is the final arbiter in determining PHOENIX PUSH status for all AMC and AMC-gained AFRC/ANG missions. PHOENIX PUSH may be designated for an entire mission or a particular segment of a mission; the designation may also be added after a mission has departed home station. While PHOENIX PUSH missions are CLOSE WATCH/CLOSE HOLD missions, they must receive special attention in addition to normal CLOSE WATCH/CLOSE HOLD procedures.

5.9.3.1. Once a mission has been designated as PHOENIX PUSH, the GDSS/C2IPS CLOSE WATCH/CLOSE HOLD fields will be annotated and a remark will be added indicating PHOENIX PUSH status.

5.9.3.2. The PHOENIX PUSH designator mandates expeditious handling of the mission at all levels of operations. Per AMCI 11-208, *Tanker/Airlift Operations*, senior AMC leadership at each location a PHOENIX PUSH mission transits, to include home station launches, will take all required steps to ensure that every action required for an on-time departure is completed expeditiously.

5.9.3.3. CP/AMCC controllers will keep the TACC informed of any unusual actions relating to a PHOENIX PUSH mission. This must be done immediately via the most expeditious communications means available, normally telecon. Due to the sensitive nature of PHOENIX PUSH missions, an advisory message will not suffice.

5.9.4. Silent Running. Silent Running operations are designed to permit aircraft movement while minimizing the transmission of in-flight data and air/ground communications. They will operate within the AMC command and control system and will be designated CLOSE HOLD missions. These missions will be preplanned to operate along a specified track or within a planned corridor to minimize conflict with other military missions or civilian air traffic. These procedures may be used in the event normal ICAO procedures become unworkable or undesirable. CP/AMCCs will not transmit to the aircraft unless:

5.9.4.1. The aircraft commander requests information.

5.9.4.2. Emergency situations dictate.

5.9.4.3. Radio transmissions are made at pre-determined times and with pre-determined information required by the mission operating directive.

5.9.5. Special Operations. While most special operations missions can be executed with either normal or CLOSE HOLD procedures, some missions operate outside the scope of the normal AMC command and control system. In such cases, CP/AMCCs will not be provided mission operating directives, OPORD, etc. No services will be required or expected from the CP/AMCC. Special care must be

exercised to preclude compromising such missions by queries as to the mission/status of the aircraft. Such queries will not be made without the specific approval of the unit commander. Special operations aircraft commanders or trusted agents will advise CP/AMCCs of services required.

5.9.6. Nuclear Airlift Operations. Nuclear airlift missions are all designated as CLOSE WATCH. The exact status of each mission is continuously monitored by the appropriate CP/AMCC and the TACC. Peacetime Nuclear Airlift missions are flown by the AMC Prime Nuclear Airlift Force (PNAF) IAW AFI 11-299, *Nuclear Airlift Operations (FOUO)*. Emergency nuclear airlift will be conducted in accordance with AFI 11-2C-C130V3, C130 Operations Procedures; AFI 11-2C-141V3, C141 Operations Procedures; and AFI 11-2C-17V3, C17 Operations Procedures. The guidance contained in this paragraph is general in nature. For specific guidance refer to AFI 11-299. Classification of nuclear mission information is governed by the USAF Special Weapons Overflight Guide (SWOG), Air Force Nuclear Weapons Security Classification Guide for Nuclear Weapons, mission directives, and nuclear transportation technical orders.

5.9.6.1. Do not use terms that reveal nuclear cargo is on board a specific aircraft, mission, or at a specific location. The following guidelines should be used for nuclear airlift missions:

5.9.6.1.1. Do not try to talk around classified information on the radio, telephone, or message by substituting terms.

5.9.6.1.2. When discussing a particular mission, use only the mission number. References to the mission number and itinerary are unclassified in themselves. However, including type of security required, mission priority, cargo data, or special regulations that reveal that nuclear cargo is involved may be classified.

5.9.6.2. The TACC will exercise OPCON over all AMC nuclear airlift missions.

5.9.6.3. Any change in the schedule or deviation from the latest published schedule will be reported over secure circuits to the TACC.

5.9.6.4. Mission movement reporting will be accomplished on these missions unless specifically directed otherwise.

5.9.6.5. Until C2 automated systems (GDSS/C2IPS) are fully accredited Multi-Level Secure (MLS), nuclear airlift missions designated as CLOSE HOLD will not be entered into GDSS/C2IPS, and mission movement reporting will not be accomplished until after mission termination.

5.9.6.6. The TACC will ensure mission movement reporting has been accomplished on CLOSE HOLD nuclear airlift missions that have terminated.

5.10. Mission Movement Reporting. Real-time mission movement reporting is essential for effective and responsive global command and control. To exercise positive command and control, mission movement reporting will be accomplished IAW AMCI 10-202, Volume 6.

5.11. Mission Ground Time. Missions are scheduled with planned ground times, dependent upon mission design series (MDS). Variations in ground times may be scheduled to meet operational requirements or to allow for known operating limitations (i.e., air evacuation, SAAMs, diplomatic clearance, operating hours, etc.). When a mission arrives at a station behind schedule, CP/AMCCs and aircrews will attempt to return the mission to its published schedule. Ground times will be adjusted in accordance with the applicable AMCI 11-2C-2XX series directives, consistent with airfield restrictions, flow control and other

operational considerations. Crews will make adjustments as directed by the CP/AMCC. Standard ground times are as published in AMCI 11-208, *Tanker/Airlift Operations*. AMC airlift missions supporting JCS exercises and contingencies will normally use ground times contained in the AMC OMNIBUS OPLAN.

5.12. Mission Rerouting/Diversions. If an aircraft commander decides to reroute or divert their aircraft due to an emergency, en route or terminal weather, facility problems, or any other safety of flight consideration, the TACC must be notified as soon as possible. However, no other aircraft may be rerouted or diverted without TACC approval.

5.13. Conference SKYHOOK. Conference SKYHOOK is a communications conference available to aircraft commanders to assist them in coping with in-flight emergencies and other conditions that require expertise not available aboard the aircraft. A Conference SKYHOOK may be initiated at the request of the aircraft commander and is convened at the lowest possible level where necessary expertise is available. For CPs associated with an AMC flying wing, this expertise is normally available from local resources. When this expertise is not locally available e.g., if convening the SKYHOOK for an aircraft type other than that operated by the parent wing, the TRANSCOM/AMC COMMAND CENTER (DSN 576-1706) will be contacted with a specific request for assistance. The AMC Logistics Readiness Center (LGRC) will maintain a list of telephone numbers to technical representatives of aircraft manufacturers, and others who could provide assistance during emergencies, for quick reference. The SKYHOOK conference will not be elevated for the sole purpose of keeping the TRANSCOM/AMC COMMAND CENTER informed.

5.13.1. Responsibilities. Each AMC unit commander with a CP/AMCC will establish a communications network that is capable of rapidly (goal is 10 minutes) convening a Conference SKYHOOK. Detailed operating procedures must be developed and coordinated with concerned agencies for establishing and controlling a Conference SKYHOOK. CP/AMCCs without internal conferencing capability will develop procedures to establish the conference through the base switchboard. In this case, the switchboard will be provided a list of potential conferees containing 24-hour phone numbers. This list must be reviewed quarterly for currency. All Conference SKYHOOK activations will be noted in the events log to include problems encountered and appropriate follow-up action required or taken to correct the problems.

5.13.2. Single Point of Contact. The CP/AMCC duty controller will be the single point of contact between the SKYHOOK conferees and the aircrew. Selected conferees (tech reps, standardization or maintenance personnel, etc.) will be placed in direct contact with the aircrew as the situation dictates.

5.13.3. To ensure an effective Conference SKYHOOK capability exists, CP/AMCCs will conduct an exercise Conference SKYHOOK a minimum of once each month (conducting an actual Conference SKYHOOK will satisfy the monthly requirement). The exercise will include all required conferees. Once each year, the exercise will include a requirement that will necessitate requesting additional expertise. CP/AMCC controllers will request the TRANSCOM/AMC COMMAND CENTER patch in aircraft specific technical representatives. Factors to be considered when evaluating the conference are the availability of conferees, readability and quality of the voice communication, and timeliness to establish the conference. Document SKYHOOK results in the events log.

5.13.4. Operations. The aircraft commander will request a Conference SKYHOOK from the nearest AMC CP/AMCC. On initial contact, the aircraft commander will give the following information (time permitting):

5.13.4.1. Narrative description of the situation to include actions taken by the crew and the intentions of the aircraft commander.

5.13.4.2. Fuel on board in hours.

5.13.4.3. Position.

5.13.4.4. Altitude and flight conditions.

5.13.4.5. Number of personnel and DVs on board.

5.13.4.6. Qualification of aircraft commander (AC, IAC, FEAC).

5.13.4.7. Planned landing base.

5.13.4.8. ETA landing base.

5.13.4.9. Expertise required.

5.13.5. The CP/AMCC will establish/initiate the Conference SKYHOOK. The number of participants in the conference will vary according to the situation and the nature of the problem. As a minimum, the following conferees/agencies must be capable of participating in the conference during both duty and non-duty hours:

5.13.5.1. CP/AMCC.

5.13.5.2. Unit Commander.

5.13.5.3. Operations Group Commander/Operations Officer (CP only).

5.13.5.4. Aircrew Standardization/Evaluation (CP only).

5.13.5.5. Maintenance Operations Center/MOC.

5.13.5.6. Weather.

5.13.5.7. TRANSCOM/AMC Command Center (as required).

5.14. Radio Discipline. Radio discipline is essential to the conduct of the AMC mission. CP/AMCCs will ensure only information essential to mission execution and not available by other means will be transmitted to, or requested from, airborne aircraft. Every effort will be made to exchange required information with an aircrew prior to departure or after arrival, and by means other than radio when possible. CP/AMCCs will use voice call signs from the Voice Call Sign Listing (VCSL) to the maximum extent to identify military aircraft, organizations, activities, and geographical locations when establishing and maintaining voice communications.

5.15. Hazardous Weather/Runway Conditions. The command and control system must ensure local hazardous weather and runway condition information is disseminated to appropriate agencies and that confirmation is received from those agencies when actions have been taken to prevent damage to AMC assets.

5.15.1. The TACC will monitor weather conditions and pass pertinent information on to en route aircraft that may be affected.

5.15.2. The TACC will coordinate actions with required agencies to preclude damage to AMC aircraft on the ground at locations not served by an AMC CP/AMCC. Direct communications with aircrews and local base agencies will be accomplished as required.

5.15.3. AMC CP/AMCCs will ensure that met watch advisories, weather warnings, and runway surface condition data are received from weather units and base operations and disseminated to local agencies and departing/arriving aircraft.

5.15.4. The requirements outlined above are in no way intended to constrain commanders from exercising their inherent responsibilities for safety of assigned aircraft, both in-flight and on the ground. Commanders will establish procedures that provide "feedback" through the command and control system to indicate met watch advisories, weather warnings, and runway surface condition data has been disseminated.

5.16. Intelligence Watch Procedures. The AMC C2 system must ensure pertinent intelligence information (i.e., terrorist advisories, terrorist warnings, and FPCONs) is disseminated to appropriate agencies IAW local directives. AMC CP/AMCCs will establish procedures to ensure:

5.16.1. The TACC is advised immediately of local threats to AMC operations, such as civil unrest, terrorist activity, aircrew harassment, etc.

5.16.2. Airborne aircraft are advised of either potential or actual threats to airlift operations.

5.16.3. All required actions are taken to preclude damage to AMC aircraft that are en route to or on the ground at all locations designated in the Terrorist Advisories and Intelligence Warnings.

5.17. Secure Launch Program. Increasing political instability creates situations where AMC forces may find themselves in life threatening situations during seemingly routine missions. To minimize this exposure, the TACC conducts a secure launch control program. Daily launches are scrubbed for those mission segments that will transit unstable regions. After receiving the latest threat assessment, the TACC/XOZ will approve/disapprove the launch into these high threat regions. The decision is entered into GDSS and telephonically forwarded to the departure C2 agency or directly to the aircraft commander as applicable. ACs must maintain close communications with AMC C2 facilities to avoid unnecessary exposure to hostile threats. Specific procedures for the Secure Launch Program are outlined in AMCI 11-208*, Tanker/Airlift Operations.*

5.18. Positive Launch Procedures. Positive launch is used by HQ AMC TACC to ensure flow control and for other management reasons. When implemented, departure station C2 agencies will be notified of applicable missions. One hour prior to aircrew alert at crew rest locations and one hour prior to departure at en route stops, C2 agencies will call the respective HQ AMC TACC cell for alert/launch coordination and approval. Aircrews should be prepared to hold in place at flight duty stations for Positive Launch Approval. The HQ AMC TACC/XOZ is the mission launch approval officer.

5.19. Aircraft Due-Home Date (DHD). When coordinating substitution, replacement, and rerouting of aircraft, the due-home date of the affected aircraft must be considered. The TACC will coordinate with the unit of assignment prior to extending the mission beyond the aircraft due-home date.

5.20. Control of Non-Mission Capable Supply (NMCS) and Very, Very Important Parts (VVIP). Specific responsibilities are outlined in AMCI 23-102, *Expeditious Movement of AMC VVIP and FSS Items*. The TACC logistics operations center function coordinates all requirements to ensure timely movement of NMCS and VVIP parts and notifies the destination CP/AMCC that NMCS and/or VVIP parts are inbound. CP/AMCCs receiving information on inbound/outbound NMCS and VVIP items will relay this information via phone to the TACC, air terminal operations center, and aircrews, as required.

Chapter 6

FACILITIES

Section 6A—CP/AMCC Facility Requirements.

6.1. General. This chapter outlines the minimum facility requirements for AMC CP/AMCCs.

6.2. Environmental Requirements.

6.2.1. The working area for a CP/AMCC is based upon the functions to be performed and on the maximum number of persons required to perform those functions during anticipated peak workloads. It should be in accordance with AFH 32-1084, *Facility Requirements.*

6.2.2. Wall and ceiling silencing materials or other means of noise reduction will be used in CP/AMCCs to reduce noise level to a minimum. Raised flooring will be used to facilitate the addition of future communications systems. When the CP/AMCC and the supporting communications center are located adjacent to each other, they will be physically separated by a securable means which facilitates message transfer, e.g., a small pass through door which is securable from the CP/AMCC side.

6.2.3. CP/AMCC Managers and Administrative Section. An area should be reserved for the Chief, Superintendent, and the administrative staff with adequate office space to accommodate the number of personnel and any equipment necessary to perform their day-to-day duties. Privacy and immediate access to the console area are key considerations for the administrative area.

6.2.4. OCF Area. Should allow space for day-to-day operations, and the extra personnel that may be required during a contingency. Space should be provided for aircrew briefings. Communications equipment requirements outlined in **Chapter 7** of this instruction should also be considered when determining space requirements.

6.2.4.1. EA Area. Special attention should be made to ensure the EA controllers are provided a secure area to execute EA procedures. Emergency Action Message (EAM) and Theater Readiness Action (TRA) formats may only be viewed by certified command post controllers, controller trainees, and the Crisis Action Team Director. A means of restricting visibility by other personnel in the TACC/CP/AMCC must be in place and used during EAM processing. If unit missions dictate that Top Secret discussion between controllers must take place, then a workable method must be in place to ensure that personnel without both a need to know and the proper clearance are restricted from hearing these conversations. Removing the maintenance or ATOC controllers from the CP/AMCC at these times is not considered a workable solution. Collocated command posts occupied by personnel with differing levels of clearances must ensure provisions are made to ensure protection of the classified material or equipment. For example, MOC Controllers could not be left alone with access to EAM formats or terminals that process Top Secret material.

6.2.4.2. Operational Reports Section. Each CP/AMCC must have an operational reports section whose size and duties are based on the mission they support. This section ensures reporting is completed on time, based on higher headquarters requirements.

6.2.5. MOC Area. Space will be provided for all MOC Controllers and their equipment.

6.2.6. APIC Area. Space will be provided to support the Aerial Port Information Controller inbound and outbound functions. IAW AMCI 24-101 Vol 9, this will include, but not be limited to Class A tele-

phone service, Land Mobile Radio Systems, and Automated Data Processing Equipment (C2IPS, GDSS, GATES).

6.2.7. Training Section. The training section should have easy access to the console area to facilitate training and testing of C2 personnel.

6.2.8. Crisis Action Team (CAT) Area. To ensure a good cross flow of information, a collocated CAT area is highly desired. If not possible, secure communications must exist between the CP/AMCC and the CAT to ensure effective coordination. The CAT area should be sized to accommodate the CAT and all associated equipment requirements, but is at the discretion of the unit commander.

6.2.9. SRC Area. As per paragraph **1.5.5.5.**, space must also be provided for the collocation of the SRC during wartime.

6.2.10. Emergency Power. All CP/AMCCs and the TACC must have and are authorized (AFH 32-1084, *Facility Requirements* paragraph 5.15.4.) a non-interruptible power supply. At those facilities where controller personnel may be required to engage the emergency power equipment, a written operating instruction and/or checklist will provide the details for converting to and operating emergency power. All facilities will be equipped with emergency lighting. Additionally, an adequate supply of flashlights and spare batteries will be immediately available in each CP/AMCC.

6.3. Tanker Airlift Control Center Displays. The TACC will provide space and be able to display appropriate mission information for the AMC/CC and Commander, Task Force-Tankers to manage their assigned forces. Computer generated displays should be utilized. Backup methods will be developed and maintained in case of ADP failure.

6.4. Unit CP/AMCC Displays. The unit CP/AMCC will provide the commander and staff with displays of all information necessary to monitor and manage assigned and en route AMC missions. Computer generated displays are preferred in lieu of manually updated displays.

6.4.1. Displays will be large enough or contain sufficient data storage capability to accommodate information during peak workload conditions. Required displays include:

6.4.1.1. Mission Monitoring.

6.4.1.2. Stage Crew (if applicable).

6.4.1.3. Distinguished Visitor.

6.4.1.4. Key Personnel Locator.

6.4.1.5. Airfield Diagram/Aircraft Parking Plan.

6.4.1.6. Airfield Status.

6.4.1.7. Hazardous Cargo Parking/Convoy Routes.

6.4.2. Other displays required by the commander are authorized. The location of displays and means by which they are exhibited will be at the discretion of the commander. As data processing equipment becomes available, computer generated displays should replace grease boards.

6.5. Alternate CP/AMCCs. C2 managers will develop procedures to perform command and control duties from an alternate site located away from the primary facility. This requirement is not intended to

force units to build a duplicate of the primary CP/AMCC, but rather to provide continued C2 should the primary CP/AMCC become unusable. It is understood that some degradation of operational capability will exist; however, alternate facility communications should allow for connectivity with the TACC, unit CAT, Base Operations, Tower, flying squadrons, communications job control, and unit subordinate control centers. UHF and FM capability must also be provided. Consider an emergency generator to power the core alternate C2 facility.

6.6. Physical Security Considerations. IAW AFI 31-101, *The Air Force Installation Security Program,* the facility that contains the CP/TACC must be designated as a USAF Restricted Area at the protection level equal to the highest protection level resources they support operationally. All AMC AMCCs will be designated a Controlled Area at a minimum. Entry control to the TACC and CP/AMCCs, associated equipment/communications rooms, and emergency generators are outlined in AFI 31-101, *The Air Force Installation Security Program,* as supplemented. It is the responsibility of each C2 manager, in conjunction with the unit Resource Protection Program Manager, to ensure appropriate security measures are in place and maintained.

6.6.1. AMC does not require command post entrapment areas. Cipher locks and card readers are accepted as suitable devices for securing protection level areas. Units that have entrapment areas exceed the AMC standard, but should not dismantle them to conform.

6.6.2. Strict entry procedures are required to provide adequate protection for personnel working inside the restricted area and to eliminate unnecessary traffic. Unit CP/AMCC entry is controlled by the on-duty OCF controllers during normal operations. Security forces control entry during contingencies and increase threat conditions as determined by the installation commander. Entry is granted IAW AFI 31-101, *The Air Force Installation Security Program,* as supplemented. No other individuals will admit or allow entry of any persons desiring access without the specific approval of an on-duty OCF controller.

6.6.3. Land mobile radios (LMR), pagers, and cellular phones will not be brought into the EA processing area. They will be turned off and the battery disconnected, and stored in a designated area at the CP/AMCC entrance. Only emergency response personnel (fire department, security forces, etc.) may take radios into the CP/AMCC when responding to an emergency.

6.6.3.1. LMRs and cellular phones are authorized for use in the CP/AMCC during communications outages or when relocating to an alternate facility.

6.6.3.2. Fixed location or base station LMR equipment will be authorized for use in the CP/AMCC by the base (Emissions Security) EMSEC manager.

6.6.4. C2 Facility Remodeling. Prior to construction, C2 managers will coordinate design/plans with the local Security Forces' Information Security and Physical Security sections, local Communications Squadrons EMSEC personnel and HQ AMC/DOOC to ensure compliance with guidelines.

6.6.4.1. Forward a drawing of the proposed floor plan to HQ AMC/DOOC. This drawing will be forwarded to HQ AMC/SFOB for coordination and approval. Include the following items:

6.6.4.1.1. Location of each functional area (OCF, MOC, APIC, Administrative).

6.6.4.1.2. Level of clearance of personnel working in each area.

6.6.4.1.3. Location of classified processing equipment and level of classification. (STU-III, STE, GCSS, AUTODIN/DMS, etc.)

6.6.4.1.4. Open storage areas and highest level of classification stored. Point out any open storage areas unmanned during non-duty hours.

6.6.4.1.5. Physical separation barriers, if any between OCF, MOC, APIC functions.

6.6.4.1.6. Duress capability between the CP/AMCC/TRANSCOM/AMC COMMAND CENTER and the SFCC or CSC that provides the controllers with the capability to passively indicate duress to the security forces.

6.6.4.1.7. Emergency Action Message processing area.

Chapter 7

COMMUNICATIONS REQUIREMENTS

Section 7A—CP/AMCC Communications Requirements.

7.1. General. The communications requirements detailed in this chapter are the minimum required for AMC C2 agencies to meet their command and control responsibilities. These requirements were validated as a result of the AMC Command Post Template (22 Feb 94) produced by the Air Force Command, Control, Communications, and Computer Agency (AFC4A). If local communications services are not able to meet the communications requirements outlined herein, the responsible AMC organizational commander will submit a letter through command channels to HQ AMC/DOOC requesting assistance.

7.2. Communications Requirements. The communications requirements and equipment listed in this chapter are essential for effective command and control of AMC forces (AFRC/ANG units also see paragraph **10.6.**). In addition to the following paragraphs, communications requirements are listed in **Table 7.1.**

7.2.1. Record Communication Policy and Requirements. All AMC CP/AMCCs must maintain the capability of rapid, reliable, and secure record communications. To provide this capability, the CP/AMCC will be equipped with the Defense Messaging System (DMS), a STRATCOM Automated Command and Control System (SACCS) Terminal, or a SACCS Desktop Terminal (SDT). Compliance with the standards of United States Message Text Formats (USMTF) outlined in AFPAM 10-709V1CD is mandatory to ensure interoperability. SIPRNET access should be available via a Global Command and Control System (GCCS) terminal or other means. A non-secure facsimile (FAX) capability is required to facilitate the transmission/receipt of aircrew orders in support of Prime Knight. A secure facsimile (FAX) capability is required in all AMC CP/AMCCs to facilitate hard copy transfer of classified data. An L-band E-mail address should be established for the CP/AMCC to allow aircraft to send and receive time critical mission data.

7.2.2. Voice Communications Policy and Requirements. Reliable voice communications (including secure telecommunications) are required to ensure positive control of AMC forces. Voice communications console requirements include inter and intrabase telephone service, interfaces for UHF, VHF, HF, Land Mobile Radios (LMRs), and voice recorders, etc. The consoles will be able to patch telephone and radio circuits. CP/AMCCs will be equipped with IMMEDIATE precedence Defense Switching Network (DSN) capability and a calling area commensurate with their command and control responsibility. Full patching and conferencing capabilities are required to support Conference SKYHOOK.

7.2.2.1. Dedicated voice circuits (hotlines) will be installed to provide the following capabilities:

7.2.2.1.1. Two-way connectivity between the TACC and each AMC CP/AMCC (not applicable for AFRC CPs).

7.2.2.1.2. Communications with key personnel, staff agencies/members, and others deemed necessary by the unit commander for mission accomplishment.

7.2.2.1.3. At unit CPs, as a minimum, provide hotlines for notifying the Wing Commander, Deputy Wing Commander, Operations Group Commander, and Logistics Group Commander

in the office as well as in their quarters. (The requirement for a hotline to quarters is not applicable for AFRC CPs). In addition, install hotlines in support of the OCF, MOC and APIC functions to agencies such as base operations, weather, tower, the Air Terminal Operations Center (ATOC), Security Forces Control Center (SFCC) and/or Central Security Control (CSC), maintenance back shops, passenger terminal and each AMC flying squadron.

7.2.2.1.4. Class "A" Telephone Service. AMC CP/AMCCs require a minimum of two class "A" dial lines to facilitate contact with civilian agencies, key personnel, on call staff personnel, aircrews, etc.

7.2.2.1.5. CP/AMCCs require at least one STU-III or STE telephone.

7.2.2.1.6. All telephone handsets and personal headsets within the CP/AMCCs OCF/EA area, MOC, APIC/ATOC, and CAT will be equipped with the push-to-talk feature. Local CP/AMCC managers may determine the need for this requirement for other functions collocated, but physically separated by walls, solid windows, and doors from the aforementioned areas.

7.2.2.1.7. Government Emergency Telecommunication Service (GETS). GETS is a National Security and Emergency Preparedness (NS/EP) service of the Federal Government. GETS is to be used only by authorized Federal, State and Local Government personnel when they are unable to complete emergency calls through normal or alternate telecommunications means. Units will maintain a GETS account to ensure telephone connectivity.

7.2.2.1.7.1. AMC/DOOC is the AMC point of contact for application for GETS accounts. The application form can be found by accessing the AMC C2 Website and using the GETS link. Send the completed application to HQ AMC/DOOC via facsimile or electronic mail. Once the application is processed, units will receive instructions on using GETS and a Personal Identification Number (PIN) used to make GETS calls. Units will test this capability on a quarterly basis and limit all other GETS usage to emergency situations after normal telecommunications have been attempted and all other means are exhausted.

7.2.2.2. Air/Ground Radios:

7.2.2.2.1. UHF. Unit CP/AMCCs will have an UHF radio installed to permit direct contact with AMC aircraft and permit the positive supervision necessary to ensure safe and efficient mission accomplishment.

7.2.2.2.2. L-Band is currently the primary means of communicating with C-5, C-141 and KC-10 aircraft in flight and beyond UHF/VHF/HF radio range. L-Band uses commercial INMARSAT satellites in conjunction with GDSS C2 Messenger and E-mail allowing aircraft and AMC CP/AMCCs to receive and transmit mission essential messages. Portable L-Band kits have been fielded to C-130 and C-17 units. These kits provide all the features of the fixed L-band system, however, they are for ground use only and have a voice capability. Messages sent to aircrews using the portable system will remain in a queue until the aircrew logs on to read them. Refer to the AMC L-Band Concept of Operations for more information.

7.2.2.2.3. Tactical Secure Voice (TSV). TSV is a JCS program that provides secure air-to-ground communications between AMC ground C2 facilities and AMC aircraft. Secure air-to-ground communications will prevent hostile forces and unauthorized agencies from gaining insight into our daily operations through monitoring unsecured radio transmissions.

7.2.2.3. Land Mobile Radio (LMR). Each AMC CP/AMCC is authorized a LMR system which will consist of fixed transceivers, vehicular and portable radios. The LMR system should provide adequate support for the commander's net, maintenance control nets and Aerial Port nets.

7.2.3. Audio and Video Tape Recordings.

7.2.3.1. Each AMC CP/AMCC must have the capability to record audio (radio and telephone transmissions). With unit consolidation of many 24-hour functions into the command and control center, multi-channel record/playback capability is desirable.

7.2.3.1.1. Priorities for recording are:

7.2.3.1.2. Conversations with aircraft experiencing an inflight emergency, air abort, or any other hazardous situation.

7.2.3.1.3. Conversations of other significant events; e.g., bomb threats, civil disturbance, etc.

7.2.3.2. Units equipped with an AMC Closed Circuit Flightline Video system or a locally procured system that provides a video recording capability will record events on the flightline as follows:

7.2.3.2.1. The 24-hour logging video recorder will be used at all times to record day-to-day activity on the flightline.

7.2.3.2.2. The on-demand video recorder will be used to record significant events as required.

7.2.3.3. United States Wiretap Statutes. All telephone conversations coming into the Command Post/AMCC or the TACC are subject to being recorded. AMC C2 agencies must ensure their processes are in accordance with 18 USC 2511 and 18 USC 2701, which are the United States Wiretap Statutes and govern access to wire and electronic communications. AMC C2 agencies are not performing as law enforcement agencies under court order and are not authorized to covertly record telephone conversations. AMC C2 controllers are required to inform all inbound callers that they are being recorded. Continuation of the conversation by the caller or called party after this notification is implied consent of the distant end to record the conversation, which protects the C2 agency from being prosecuted for improperly recording wire communications.

7.2.3.3.1. Controllers will announce, when answering the phone after their introduction, "This line is being recorded." Controllers will also announce that the call is being recorded when calling outside agencies.

7.2.3.3.2. All AMC provided recorders (analog STANCIL and digital recorders) are capable of providing an aural warning tone.

7.2.4. Freedom of Information Act. Audio and video records generated and maintained by the CP/AMCC/TACC are subject to the Freedom of Information Act. Their release can be requested through the proper United States government agency. Because of this, these recordings must be maintained in accordance with AFMAN 37-139, *Records Disposition Schedule,* Table 33-11, Rule 4. All video and audiotapes maintained by CP/AMCC/TACC will be erased after 30 days and returned to the tape library for reuse. No special effort need be taken to erase tapes at the 30-day point; however, all tapes with recorded data are subject to recall. We are only required to maintain 30 days worth of tapes. Any tape that captures an incident that becomes the subject of an investigation involving law enforcement; security, safety or command and control incidents will be preserved as part of the official record.

7.2.5. A portable videocassette recorder is authorized to record training meetings. A portable voice/audio only recorder may also be used to record training scripts or meeting minutes.

7.2.6. Command and Control Information Processing System (C2IPS) or Global Decision Support System (GDSS). C2IPS is the required unit level mission execution system. The TACC will use GDSS for global mission execution of the mobility mission.

7.2.7. Automatic Weather Distribution System (AWDS). Unit CP/AMCCs will receive their weather information through the distribution system provided by their servicing weather facility. AWDS is the desired method.

7.2.8. GO81. For units that have a collocated MOC.

7.2.9. Computer Flight Plan (CFP). Each unit will maintain the capability to access the computer flight plans system in order to provide flight plans for aircrews.

7.2.10. Local Area Network (LAN). At locations where a LAN is installed and operational within the unit of assignment, the CP/AMCC will be included in the LAN.

7.2.11. Global Air Transportation Execution System (GATES). For units that have a collocated ATOC/Aerial Port Information Controller.

7.2.12. Global Transportation Network (GTN). For units that have a collocated ATOC/Aerial Port Information Controller.

7.2.13. Single Integrated Operational Plan (SIOP) Communication Requirements. For those units with a SIOP commitment, the following communications systems are required unless otherwise specified:

7.2.13.1. Strategic Operational Conferencing System (SOCS)/Bravo or the Strategic Emergency Action Telephone System.

7.2.13.2. STRATCOM Automated Command and Control System (SACCS) or SACCS Desk Top Terminal (SDT).

7.2.13.3. Aircrew Alerting System. See EAP-STRAT Volume 4.

7.2.13.4. Electromagnetic Pulse (EMP) Hardened Dispersal Communications (EHDC) See EAP-STRAT Volume 4.

7.2.13.5. Aircraft Alerting Communications Electromagnetic Pulse (AACE). See EAP-STRAT Volume 4.

7.2.13.6. Fixed Single Channel Anti-jam Man Portable (SCAMP) MILSTAR Terminal. See EAP-STRAT Volume 4.

7.2.14. Higher Headquarters Deployable Communications Support.

7.2.14.1. Combat Camera Squadron (CTCS). In addition to maintaining robust theater support teams, Combat Camera (COMCAM) provides light, rapidly-deployable forces (UTC 6KPRD) capable of movement within 6 hours (floor loaded equipment only). These forces should be integrated into the C2 environment, acquiring operational still and motion images and transmitted to commanders and staff as directed by senior leadership. Because of its limited equipment footprint, this package must be augmented with supplies or follow-on visual information/COMCAM forces after 10 days. COMCAM is tasked through the TACC.

7.2.14.2. Hammer ACE. Hammer ACE is the Air Force's special purpose, quick reaction communications unit supporting worldwide emergency and disaster response forces. Hammer ACE provides deployable communications support to aircraft and nuclear mishaps/ investigations, civil disaster relief operations, and military exercises and communications equipment testing/evaluation. Hammer ACE funds all Air Force emergency support to include ANG and AFRC. Units will fund requests for test and exercise support. Web address: **http://www.afca.scott.af.mil/hammer-ace/**.

7.2.14.3. Hammer ACE deploys a three-person team, worldwide within three hours of notification.

7.2.14.4. A standard communications package contains UHF tactical satellite communications (TACSAT), worldwide phone patch via a ground entry point, International Maritime Satellite (INMARSAT) terminals which provide secure world-wide commercial telephone access, laptop computers providing E-mail connectivity, Still frame color video, secure land mobile radio, and ground-to-air communications. All Hammer ACE systems are securable up to Top Secret.

7.2.14.5. To request Hammer ACE support, contact the 375 AW, Scott AFB IL Command Post, DSN 576-5891 or commercial (618) 256-5891. Follow up the initial phone request within 24 hours with a hard copy message using the following addressees:

7.2.14.6. AUTODIN: AFCA SCOTT AFB IL//SY//SYH//

INFO AFCA//CC

HQ AMC SCOTT AFB IL//DOOC//

USTRANSCOM AMC TACC EA CELL SCOTT AFB IL

7.3. Communications Equipment Report. TANKER UNITS ONLY. These reports should be as of the first day of the month and be addressed to the following NLT the 15th day of the month.

TO: HQ AMC SCOTT AFB IL//DOOC//SCP//

INFO: USSTRATCOM OFFUTT AFB NE//J31/J33/J36/J3631//

15AF TRAVIS AFB CA//DOM//DON//SCX//

21AF MCGUIRE AFB NJ//DOMO//

HQ AFRC ROBINS AFB GA//DOCC/DOCR//

4AF MARCH AFB CA//DOOC//

ANG ANDREWS AFB MD//DOC//

A sample format is contained in **Table 7.2.** This report is designated emergency status code D. Immediately discontinue reporting data requirements during emergency conditions. Discontinue electronic reporting during *MINIMIZE*. AFRC units include HQ AFRC/DOOCX and the appropriate NAF as information addressees.

7.4. Routing Indicators/Functional Address Symbols (RI/FAC). All AUTODIN messages pertaining to emergency actions, OPREP-3 reports, Crisis Action Team (CAT) activations and deactivations, or distinguished visitor movement information should be addressed to: "RHCUEAC USTRANSCOM AMC

TACC EA CELL SCOTT AFB IL". Other operational information pertaining to mission execution should be addressed to "RHCUMAC HQ AMC TACC SCOTT AFB IL//XOZ//."

7.5. Cryptographic Material. C2 facilities will maintain applicable cryptographic material to include authenticators, encode/decode documents, and keying material as appropriate to their geographical area and unit mission. Under no circumstances will a C2 facility be used as a permanent storage facility for COMSEC material other than that material used by the CP/AMCC. Use of the C2 facility as a temporary overflow storage location for aircrew or courier COMSEC material when primary storage facilities are full is authorized for short periods of time; i.e., overnight.

7.5.1. The Triad Authenticator AKAL-1553 is the standard authenticator used by AMC command and control facilities.

7.5.2. The USKAC-72 encode/decode document is used by aircrews and deployed C2 agencies as a method of transmitting sensitive or classified information when using nonsecure communications.

7.5.3. The TACC and ATACC Travis COMSEC responsible officers will coordinate the type/quantity of cryptographic material/equipment to be held by ATACC Travis COMSEC account in the event of a transfer of EA function or a TACC relocation to Travis AFB.

7.6. Jamming and Interference. All aircrews and other radio users will be familiar with the procedures for reporting spectrum interference incidents, specifically meaconing, intrusion, and jamming. They will report spectrum interference incidents IAW AFI 10-707, *Spectrum Interference Resolution Program.*

Table 7.1. Communications Requirements

ITEM	CP	AMCC	AFRC/ ANG	CP	AFRC/ ANG
Air Mobility Advanced Console System (AMACS)	X			X	
Air Mobility Advanced Console System II (AMACS II)		X			
Communications Console	X	X	X	X	X
C2IPS	X	X	X	X	X
Message System Connectivity (MPT, DMS)	X	X	X	X	X
STU-III/ STE	X	X	X	X	X
Secure FAX	X	X	X	X	X
Non-Secure FAX	X	X	X	X	X
Tactical Secure Voice (TSV)	X	X	X	X	X
UHF	X	X	X	X	X
VHF	D	D	D		
Land Mobile Radio (LMR)	X	X	X	X	X
Digital Voice Recorder	X	X	D	X	D
Weather Notification System (Preferably AWDS)	X	X	X	X	X
Advanced Computer Flight Plans	X	X	X	X	X
Local Area network	X	X	X	X	X

ITEM	CP	AMCC	AFRC/ ANG	CP	AFRC/ ANG
Closed Circuit Flight Line Video	X	X	D	X	D
Entry Control Point Video	X	X	D	X	D
Cable TV (CNN)	X	X	X	X	X
Strategic Emergency Action Telephone System (SEATS)				X	X
Strategic Automated Command and Control System (SACCS)				X	X
Aircrew Alerting System				X	X
Electromagnetic Pulse Hardened Dispersal Communications (EHDC). Not required if equipped with AACE.				X	X
Aircraft Alerting Communications Electromagnetic Pulse (AACE). Not required if equipped with EHDC.				X	X
Fixed Single Channel Anti-Jam Man Portable (SCAMP) MILSTAR Terminal.				X	X
Global Command and Control System (GCCS)	X	X	X	X	X

X=Required D=Desired

Table 7.2. Communications Equipment Report.

UNCLAS

JOPREP JIFFY

MSGID/GENADMIN//

SUBJ/CP COMMUNICATIONS EQUIPMENT REPORT//

RMKS/1. (UNIT) CP/AMCC COMMUNICATIONS EQUIPMENT REPORT FOR (MONTH/YEAR).

A. CONSOLE: (IF OTHER THAN AMACS) MAKE, MODEL, AND APPROXIMATE INSTALLATION DATE.

B. STU-III/STE: Y / N QUANTITY: ____ PHONE NUMBER(S) _____

C. RECORDER: (IF OTHER THAN AMACS) MAKE, MODEL, AND CAPABILITY, E.G., 20 CHANNEL 24 HOUR PER DAY RECORDING: Y / N

D. MESSAGE (MPT, DMS, SACCS)

SEND/RECEIVE CAPABILITY: Y / N

STEPS TAKEN TO PREPARE FOR DTH/DMS

E. NON-SECURE FACSIMILE CAPABILITY: Y / N PHONE NUMBER _____

F. SECURE FACSIMILE CAPABILITY: Y / N PHONE NUMBER _____

G. CLOSED CIRCUIT FLIGHTLINE VIDEO: (IF OTHER THAN AMC FUNDED)

LOW LIGHT CAPABLE: Y / N

VCR RECORD CAPABILITY: Y / N

REMOTE PAN/TILT/ZOOM; FROM CP/AMCC? Y / N; FROM SFS DESK? Y / N; FROM CAT? Y / N

H. CP ENTRY POINT SURVEILLANCE: Y / N

I. VIDEO TELECONFERENCING CAPABILITY: Y / N

J. LOCAL AREA NETWORK CONNECTIVITY: Y / N

K. RADIOS:

UHF: SECURE Y / N

VHF: SECURE Y / N

HF: SECURE Y / N

L. TACTICAL AIRCREW ALERTING NETWORK (TAAN) CAPABILITY: Y / N

M. KLAXON CAPABILITY: Y / N

N. STRATEGIC OPERATIONAL CONFERENCING SYSTEM (SOCS) CAPABILITY: Y / N

CONNECTION/CONFIGURATION

O. SINGLE CHANNEL ANTI-JAM MANPORTABLE TERMINAL (SCAMP) AN/PSC-11 MILSTAR CAPABILITY: Y / N

P. STRATCOM AUTOMATED COMMAND AND CONTROL SYSTEM (SACCS) CAPABILITY: Y / N

LEGACY OR SACCS DESKTOP TERMIAL (SDT)

Q. AFSATCOM (AN/UGC-129) CAPABILITY: Y / N

R. EMP HARDENED DISPERSAL COMMUNICATIONS (EHDC) CAPABILITY: Y / N

DATE OF LAST TEST _____ RESULTS _____

S. AIRCRAFT ALERTING COMMUNICATIONS ELECTROMAGNETIC PULSE (AACE) CAPABILITY: Y / N

DATE LAST TESTED: _____

RESULTS: _____

T. GLOBAL COMMAND AND CONTROL SYSTEM (GCCS CAPABILITY: Y / N

UNIT SIPRNET ADDRESS: _____

2. ADDITIONAL REMARKS. POC (NAME/RANK/DSN)//

Chapter 8

CRISIS ACTION TEAMS/CRISIS SUPPORT STAFF/SIOP RESPONSE CELL

Section 8A—Organization/Operation of Crisis Action Teams, Crisis Support Staff, and SIOP Response Cells.

8.1. General. Crisis, contingency, exercise, and wartime operations require continuous attention and timely response to air mobility requirements by Air Mobility Command Headquarters. The AMC corporate Air Mobility Team consists of the Crisis Action Team (CAT), Crisis Support Staff (CSS), and the TACC as the execution agency of AMC. CAT and CSS activation is directed by the AMC/CV. This chapter touches lightly on the headquarters functions and places emphasis on the subordinate unit function. The subordinate unit CAT is the central agency managed by NAF/wing/group/unit commanders to assist in decision making during emergencies, increased readiness, or expanded operations. AMC tankers are required to generate to assume alert once CJCS declares certain DEFCONs. When KC-135 aircraft are directed to generate to alert status, Commander, 15th Air Force, as Commander, Task Force-Tanker (CTF-294), directs actions required to generate the forces to alert status. Once generated and on alert, USCINCTRANS transfers OPCON of these air refueling forces to USCINCSTRAT to support the Single Integrated Operational Plan (SIOP). CTF-294 performs operational management functions between USCINCSTRAT and KC-135 units, and coordinates on SIOP-related OPLANs developed by HQ AMC, through the SIOP Response Cell (SRC). For additional guidance on the Air Mobility Crisis Action Team and the SIOP Response Cell refer to AMCI 10-208 Vols. 1 and 2.

8.2. Policy. Subordinate units establish their CATs IAW this chapter at:

8.2.1. AMC NAFs (as directed by the NAF commander).

8.2.2. AMC Wings.

8.2.3. AMC AMOGs and AMSs may tailor these procedures to meet host/tenant requirements.

8.2.4. AMC-gained AFRC/ANG wings and groups. AMC associate wings provide a representative to the active wing's CAT.

8.2.5. Groups which are not collocated with their parent units.

8.3. CAT Composition. Contingency situations normally do not require response by the entire staff. Therefore, CATs should be composed of representatives from functional areas that will be needed in a major emergency or contingency operation. The size and composition of the CAT is also dependent upon the organizational/functional role of the unit. Commanders will identify the functional composition of their CATs in appropriate directives.

8.3.1. The officer-in-charge of the CAT, if other than the commander, represents the commander and is known as the CAT Director.

8.3.2. The CAT is convened:

8.3.2.1. Automatically upon an increase in defense readiness condition (DEFCON)/alert condition (LERTCON).

8.3.2.2. When directed by higher headquarters.

8.3.2.3. When directed by the unit commander.

8.3.3. Commanders will ensure the following documents are readily available to the CAT when it is activated, as appropriate to unit mission and/or host tenant agreement:

8.3.3.1. Unit readiness action regulations list.

8.3.3.2. Unit CAT operating document.

8.3.3.3. AMCI 10-202, Volume 5 (S), or appropriate theater directive. (***NOTE:*** EAM formats are releasable only to the CAT Director).

8.3.3.4. War and contingency plans which task the organization.

8.4. Responsibilities.

8.4.1. The unit commander is responsible for:

8.4.1.1. Developing and publishing activation procedures and operating guidance for their respective CAT.

8.4.1.2. CAT management.

8.4.1.3. Implementing procedures to comply with this policy directive.

8.4.1.4. Ensuring newly assigned primary CAT members are trained and maintain proficiency in CAT operations.

8.4.1.5. Ensuring proper OPSEC/COMSEC procedures are followed at all times.

8.4.2. Each primary CAT member is responsible for:

8.4.2.1. Receiving initial CAT training and maintaining proficiency in CAT operations and the particular responsibilities of their assigned position.

8.4.2.2. Each support CAT member is responsible for having a thorough knowledge of the responsibilities of their assigned position.

8.4.3. The CAT is responsible for:

8.4.3.1. Ensuring the accomplishment of all tasked missions.

8.4.3.2. Directing required actions contained in unit support plans.

8.4.3.3. Timely submission of required operational reports.

8.4.3.4. Directing disaster preparedness/response actions.

8.4.3.5. Managing activities that affect the unit's resources that could affect the unit's mission.

8.4.3.6. Monitoring the status of assigned aircraft.

8.4.3.7. Monitoring unit's aircraft launches/recoveries.

8.4.3.8. Monitoring unit mobility operations through the mobility control center.

8.4.3.9. Ensuring the appropriate degree of readiness of subordinate units.

8.4.3.10. Directing actions to attain a specific level of readiness or DEFCON/LERTCON, as applicable.

8.4.3.11. Performing additional actions as directed by the commander or CAT director.

8.5. Host/Tenant Functions. AMC units located at non-AMC bases will ensure AMC representation at host CAT functions to coordinate operations that may impact AMC assets.

8.5.1. Responsibilities:

8.5.1.1. Procedures and plans will be developed to ensure unit taskings can be accomplished and unit assets are protected and available for use.

8.5.1.2. Coordination with the host unit is required to ensure AMC assets can be efficiently employed when the need arises.

8.5.1.3. Coordination with the host unit is required to determine tenant actions/requirements during host MAJCOM readiness changes.

8.6. CAT Response and Activation/Deactivation Reports. CAT teams must assemble within 1 hour of receipt of the activation directive. When the CAT is activated, the director reports assembly to the TRANSCOM/AMC COMMAND CENTER via an immediate precedence AUTODIN/DMS message, with voice used as a secondary means of notification. CAT Deactivation Reports are submitted when the CAT is no longer formed. These unclassified reports will provide the following information:

8.6.1. Time CAT activated. Example: 071200Z Feb 99

8.6.2. Reason for CAT Activation. Only three reasons will be provided by the unit on unclassified CAT activation reports:

8.6.2.1. Local commander directed.

8.6.2.2. Higher headquarters directed.

8.6.2.3. HQ AMC/IG directed.

8.6.3. CAT phone numbers for primary functional area members. For example, Director, Operations, Logistics Support, etc.

8.6.4. AFRC units should include HQ AFRC/CAT/DOCC as information addressees.

8.7. CAT Activation Requirements. Each commander will exercise the CAT at least once each calendar quarter. This requirement may be satisfied by a real-world requirement/contingency, by a locally originated exercise, by participation in an exercise directed by higher headquarters, or by higher headquarters inspections that activate the CAT. Implement readiness exercises IAW AMCI 10-202, Volume 5 (S), host base/command procedures, or appropriate theater directive. Each AFRC/ANG commander will exercise the CAT at least semiannually.

8.8. CAT Member Training. Successful CATs require training to achieve proficient levels of performance. CAT training provides members initial familiarization with the unit's response to taskings and helps members maintain proficiency in CAT operations. CP/AMCC personnel will not be tasked with this training responsibility, but their participation in presentations within their area of expertise is expected.

Table 8.1. CAT Activation/Deactivation Report Format.

Precedence: IMMEDIATE

FM: (Unit)

TO: USTRANSCOM AMC TACC EA CELL SCOTT AFB IL//XOCAE//

TACCALT// (Add this addressee when required by AMCI 10-202, Vol 5)

INFO: APPLICABLE NAF:

15AF TRAVIS AFB CA//DON//

21AF MCGUIRE AFB NJ//DOI//

UNCLAS

JOPREP JIFFY

EXER/-//

OPER/-//

MSGID/GENADMIN/(Unit)/(Serial number)/(Month)//

SUBJ/CAT ACTIVATION/DEACTIVATION (Choose One)//

RMKS/1. THE (Unit) CAT WAS ACTIVATED/DEACTIVATED AT _____Z

2. DIRECTING AUTHORITY:_____

(LCL/CC - NAF - HQ AMC - HQ AMC/IG)

3. CAT PHONE NUMBERS FOR PRIMARY FUNCTIONAL AREA MEMBERS:

FUNCTIONAL AREA DSN

NONSECURE_____SECURE_____COMMERCIAL_____

4. FACSIMILE PHONE NUMBERS: SECURE:_____ NONSECURE:_____

5. NARRATIVE: This report is unclassified. Explain reason for CAT activation. If reason is classified, do not include it in this report. If reason is sensitive but not classified, no paragraph markings are required, but consider using special handling procedures such as Encrypt for Transmission Only (EFTO).//

8.8.1. Initial and Recurring Training. The primary responsibility for CAT training rests in each unit. The unit commander/CAT Director will appoint an agency responsible for developing and administering CAT training. Newly assigned primary CAT members should attend a unit developed and administered CAT training program. The initial training program should include:

8.8.1.1. All unit taskings, and briefings.

8.8.1.2. A systematic study/review of applicable CAT policy directives and unit plans.

8.8.2. Recurring training may be accomplished during a locally generated exercise.

8.9. HQ AMC/CSS. AMC establishes its CSS in accordance with AMCI 10-208 Volume 1.

8.9.1. The AMC corporate Air Mobility Team consists of the CAT, CSS, and the TACC as the execution agency of AMC. CAT and CSS activation is directed by AMC/CV. The TACC is augmented by the AMC staff, when required for large scale, extended contingency operations. AMC/CV is the directing authority for TACC augmentation. Circumstances, which may require CAT/CSS activation include, but are not, limited to:

8.9.1.1. OPLAN/CONPLAN implementation.

8.9.1.2. Natural Disasters.

8.9.1.3. Time-sensitive, high-priority air mobility taskings.

8.9.1.4. Major peacetime accidents involving hazardous materials.

8.9.1.5. Operational Readiness Inspections (ORIs).

8.9.1.6. Command Post Exercises (CPXs).

8.9.2. CSS. The CSS functions to expedite staff work required to keep air mobility functions operating smoothly. Each director and Special Staff Agency (SSA) supports the crisis action planning process with highly qualified representatives who are empowered to make decisions within their functional area. These individuals form and work exclusively for the CSS. The functional representatives serve as liaisons between the TACC and their director or SSA.

8.10. HQ AMC/SRC. The SRC is responsible for generating AMC forces supporting USSTRATCOM's SIOP mission. The SRC is headed by Commander Task Force - Tanker (CTF-294) who is 15AF/CC. The SRC convenes quarterly to direct SIOP exercises. HQ AMC/DOX is the point of contact for questions involving the HQ AMC SRC.

Chapter 9

AIRCREW TRAINING

Section 9A—SIOP Training of Tanker Aircrews.

9.1. Purpose. This chapter applies only to tanker units, to include AFRC/ANG units, supporting a SIOP commitment, and AFRC/ANG units converting to, or possessing, the KC-135 aircraft. It outlines unit aircrew Command Control Procedures (CCP) training and instructor qualification requirements. Training will be conducted IAW applicable USSTRATCOM publications.

9.2. Command Control Procedures (CCP) Instructor Qualifications . CCP instructors must:

9.2.1. Be granted SIOP-ESI categories “01” and “10” access.

9.2.2. Be certified in SIOP Emergency Actions Procedures.

9.2.3. Be identified in writing by the unit commander.

9.3. Training Plans. Each CP will develop unit training plans reflecting initial and recurring training requirements to include areas from USSTRATCOM emergency action regulations/directives, and other applicable publications.

9.4. COMSEC Material Training.

9.4.1. The training plans will also project training on the following COMSEC documents when applicable:

9.4.1.1. AKAL-1553.

9.4.1.2. USKAC-72.

9.4.1.3. USKAC-D-221.

9.4.1.4. USKAC-D-165.

9.4.1.5. Any other applicable COMSEC material.

9.4.2. Combat Crew Communications will train aircrews on remaining COMSEC materials (e.g., MODE 4 keying, HAVE QUICK, secure UHF, etc.).

9.5. Aircrew CCP Training Guide/Documentation Binder. The CP will establish and maintain CCP training lesson guides and associated documentation as follows:

9.5.1. Instructor Qualifications. Maintain a letter signed by the unit commander appointing primary and alternate CCP instructors. Maintain and dispose of files IAW AFI 37-138, Records Disposition--Procedures and Responsibilities.

9.5.2. Initial and Recurring Material. Initial and Recurring Training Plans may be consolidated into one plan. The unit's recurring training plan will project training requirements for a 12-month period. Review each applicable actual/exercise emergency action message (EAM) at least once every 180 days. Units will add unit specific notes and amplifications, as allowed by governing directives, to sup-

port all unit taskings. Lecture/discussion or training tapes will be used for review. The last four quarters recurring training lesson plans will be maintained and disposed of IAW AFI 37-138.

9.6. Initial Training.

9.6.1. AMC Concept of Tanker Aircrew Command and Control. Upon completion of initial training, crew members must be totally qualified in alert response procedures to include copy/decode, message validation, checklist processing, operational reporting, alert routes and sign/countersign procedures.

9.6.2. Lesson Plans/Scripts:

9.6.2.1. Unit CCP instructors will conduct initial aircrew CCP training using their local training plan.

9.6.2.2. Units will develop EAM/operational reports scripts in support of the AMC Initial Aircrew EAP Training Lesson Plan and unit specific taskings. Scripts will be used by crew members to practice copy/decode and validation of various SIOP actual and exercise EAMs.

9.7. Recurring Unit Aircrew Training. Aircrew recurring training will be conducted quarterly (at a minimum) for 3 hours. (Due to scheduling concerns for AFRC/ANG units on UTA weekends, it is acceptable to conduct CCP training monthly for one hour (at a minimum)). During this quarterly training, review items covered during initial training to ensure each crew member maintains a strong proficiency level in CCP and operational reporting. Additionally, any formal changes to tanker CCP and checklists must be covered during recurring training.

9.7.1. General:

9.7.1.1. The OIC/Superintendent of a SIOP-committed CP is responsible for the training of tanker combat crew members in CCP and operational reporting requirements. Crew members will review any procedural changes in USSTRATCOM EAP policy directives. Additionally, crew members will be required to copy and decode EAMs and answer scenario related questions.

9.7.1.2. The OIC/Superintendent of the CP will:

9.7.1.2.1. Be responsible for training.

9.7.1.2.2. Provide AFORMs personnel a record of CCP training attendees.

9.7.1.2.3. Review training results for developing trends.

9.7.1.2.4. Periodically attend a CCP session to ensure effective training is accomplished.

9.7.2. Lesson Plans:

9.7.2.1. Lesson plans are designed to fulfill the following objectives:

9.7.2.1.1. Ensure instructor knows subject material needed to conduct the class.

9.7.2.1.2. Ensure instructor knows training aids/material the student must have during the lesson.

9.7.2.1.3. Delineate subjects presented during class to include source document references.

9.7.2.1.4. Serve as a record of what subjects and training requirements were covered each quarter.

9.7.3. Training Tapes/Scripts:

9.7.3.1. The CP training manager will prepare an EAM and operational reporting script/tape test to use during quarterly training. Scripts will be maintained for a minimum of three quarters (current quarter plus two previous quarters).

9.7.3.1.1. Each script will be constructed to run from start to finish and contain a minimum of four exercise EAM situations and one operational reporting situation applicable to the unit's SIOP mission. Units with multiple commitments (e.g., SIOP, SRF, SCACS support, etc.) should alternate their quarterly scenarios to train all aspects of the unit's varied commitment. The tape test will be conducted in a controlled environment and will be accomplished as a crew effort. Minimum passing score is 100%.

9.7.3.1.2. A crew failing the tape test must be retrained and retested immediately. If the retest is failed, the CP OIC/Superintendent must recommend to the certifying official to remove the crew from alert combat ready status. Further retraining and testing in the areas of weakness will be accomplished before recertification.

9.7.3.1.3. Properly mark and control classified tapes and tape containers IAW DoD 5200.1 and AFPD 31-4.

9.7.4. Upon completion of initial training and at least semiannually thereafter, each crew member will complete a crew effort, multiple choice (20-25 questions), open or closed book, written examination covering pertinent items from USSTRATCOM EA procedures. Exam will be critiqued to 100 percent.

9.7.5. Self-Study Program. The unit commander will ensure adequate time is available for individual self-study. The scope and depth of self-study is the responsibility of each crew member.

9.8. Unit Scheduling and Documentation.

9.8.1. Initial CCP training must be scheduled to meet crew SIOP certification requirements and requires close coordination between the unit CP chief, aircrew training, and the unit plans function for scheduling efficiency. Initial training and SIOP certification for a single individual should be kept to a minimum. Proper coordination within the unit should preclude the requirement for one-on-one regulation.

9.8.2. The CCP instructor is responsible for conducting recurring aircrew CCP training on a quarterly basis. To facilitate scheduling, the following procedure is recommended:

9.8.2.1. The CCP instructor, in coordination with the unit aircrew ground scheduling, establishes the dates and times each week or month when a CCP instructor will be available to conduct recurring training and/or recurring evaluation. If possible, recurring training should be conducted on the same days each week and at the same time and place to reduce scheduling problems.

9.8.2.2. Aircrew training sections are responsible for scheduling crew members, tracking currency for CCP, and notifying the Operations Group Commander of delinquencies. The ground scheduling section should be made aware of the number of crew members that can be accommodated during any CCP class. Training materials (QRBs, crypto documents, room size, etc.) may be a limiting factor in the number of personnel attending a CCP class. Proper coordination within the unit should preclude requirement for one-on-one instruction.

9.8.3. Documentation of training accomplished is the responsibility of the unit AFORMs section. The CCP instructor will complete an attendance roster or sign off the aircrew member's ground training form for each CCP class conducted. Attendance rosters will be processed IAW unit aircrew training section written procedures for crediting of training.

9.9. Higher Headquarters Aircrew CCP Evaluation. (Also applies to AFRC/ANG). Crew members will be tested by the HQ AMC/IG team using tape exams and/or written exams based on pertinent directives applicable to assigned weapon systems. Minimum passing score is 100%. Refer to AMCI 90-201 for specific guidance on IG testing.

Chapter 10

AMC-GAINED AIR FORCE RESERVE COMMAND/AIR NATIONAL GUARD C2 POLICIES AND RESPONSIBILITIES

10.1. General. This chapter describes the AMC C2 relationship regarding the AMC-gained AFRC/ANG forces. The basic responsibilities and procedures of this volume are applicable to AFRC/ANG units. Exceptions to AMC procedures are noted so AFRC/ANG units may conduct realistic training programs and maintain a level of proficiency commensurate with their pre and post mobilization capabilities.

10.1.1. AMC-gained AFRC/ANG CPs, as a part of the total command and control capability, are the initial and primary source of augmentation forces in any emergency that requires rapid and substantial expansion of USAF capability. It is essential that these forces be staffed, trained, and equipped with the resources required to meet their wartime tasking.

10.1.2. The mission of the two components is to train and provide qualified personnel for active duty in the Air Force to:

10.1.2.1. Support wartime requirements.

10.1.2.2. Perform such peacetime missions as are compatible with AFRC/ANG training requirements and the maintenance of mobilization readiness.

10.1.2.3. Conduct training in support of total force capabilities.

10.2. Command Jurisdiction. Command jurisdiction of all non-mobilized units of the ANG is vested in the governor of the applicable state or commonwealth, possession, or in the President in the case of the District of Columbia. Similar command jurisdiction for AFRC units is vested in the Commander, AFRC who, in turn, is responsible to the Chief of Staff, Air Force (CSAF). When units or individuals are ordered to extended active duty (EAD), jurisdiction will be vested as follows:

10.2.1. Under a Presidential call-up issued pursuant to 10 USC. 673b, administrative jurisdiction will remain unchanged. Operational control of AMC-gained forces is transferred to AMC/CC.

10.2.2. Under mobilization authority, command jurisdiction of AMC-gained forces transfers to AMC/CC.

10.3. Operational Control (OPCON). AMC authority over AMC-gained Reserve Component forces (AFRC/ANG) prior to federalization/mobilization is limited to Training and Readiness Oversight (TRO). TRO is limited to coordination on training, mobilization plans, inspections, readiness, and budget. AMC does not have OPCON over non-federalized /non-mobilized AMC-gained AFRC/ANG units. OPCON of ARC aircraft operating on an AMC mission number will not transfer to AMC.

10.3.1. An AFRC/ANG aircraft operating on an AMC mission number will be mission managed and flight followed by the AMC Tanker Airlift Control Center to facilitate mission accomplishment. AMC will commence mission management and flight following for ARC aircraft flying AMC missions when the aircraft arrives at the first station where an AMC mission originates and ceases upon arrival/offload at the station where the AMC mission terminates. The TACC will exercise no command authority over non-federalized/non-mobilized ARC forces.

10.3.2. An AFRC/ANG mission number indicates mission management and flight following will be accomplished by the owning unit or command.

10.3.3. Prior to mobilization, HQ AFRC maintains waiver authority for all AFRC unit equipped (UE) aircraft and aircrews. ANGRC/DO maintains waiver authority for all ANG UE aircraft and aircrews. Waivers will not be granted without acknowledgement of wing commanders or their designated representatives (normally the operations group commander or aircraft commander). AMC CPs will process waiver requests through the AFRC Command Center for transiting AFRC aircraft and aircrews and through the ANG Operations Center for ANG aircraft and aircrews.

10.4. Support of Air Reserve Component (AFRC/ANG) Aircraft:

10.4.1. AFRC/ANG aircraft operating an AMC mission will be provided the same operations, intelligence, ground, and logistics support as AMC aircraft.

10.4.2. AFRC/ANG aircraft operating a non-AMC mission will receive operations, intelligence, ground, and logistics support at AMC bases within the unit's capability. Aircraft operating through a non-AMC base hosting an AMC tenant unit will receive logistics support from the host's transient maintenance. Operations and ground support will be furnished by the AMC tenant unit within the unit's capability.

10.4.3. AMC CPs will submit mission movement messages on AFRC/ANG aircraft operating AMC missions/segments. This includes all mission segments except initial departure from home station and the final arrival at home station which will be submitted by AFRC/ANG agencies. ANG units will report mission movement to ANG/DOC IAW ANGI 10-207 and AFRC units will report mission movement to the AFRC Command Center IAW AFRCI 11-201.

10.4.4. When AFRC/ANG aircraft operating AMC missions transit stations that do not have an AMC CP, the aircrew will pass the movement information to the HQ AMC/TACC via DSN or HF phone patch.

10.4.5. For AMC-gained aircraft operating on non-AMC missions at locations without Air Force maintenance service, the ANG or AFRC unit providing the aircraft or aircrew is responsible for maintenance support.

10.4.6. ANG and AFRC CPs are authorized direct contact/coordination with the HQ AMC Tanker Airlift Control Center (TACC) when the need arises if AFRC/ANG airlift/tanker aircraft are operating on AMC mission segments and for those AFRC/ANG missions operating outside of the CONUS.

10.5. Functions Of AMC-Gained AFRC/ANG CPs. Functions of AFRC/ANG CPs should parallel the active duty CPs. When AMC and AFRC/ANG directives conflict, the appropriate AFRC/ANG directives take precedence until unit mobilization. The following procedures apply:

10.5.1. AFRC/ANG CPs will maintain an OI detailing call-up/mobilization actions for their agency.

10.5.2. Events Logs. In addition to the instructions outlined in paragraph **2.4.**, Event Logs will be used for each period the AFRC/ANG CP is open for duty (i.e., training periods, unit training assemblies (UTAs), daily if an air reserve technician (ART) is present). A new log will be opened and closed each ZULU day the CP is open. For AFRC units, the senior Air Reserve Technician (ART)/OIC will review the events logs daily.

10.5.3. AMC gained AFRC/ANG CPs will maintain all applicable QRCs required to support the unit mission.

10.5.4. Unit commanders will determine the hours of operation for an AFRC/ANG CP until federalized or mobilized.

10.5.5. Each ANG CP will maintain publications required to perform command and control duties and have immediate access to a functional publications library. AFRC CP's maintain a publications library IAW AFRCI 10-203.

10.5.6. AFRC/ANG CPs are not required to submit the monthly AMC Form 5, Command and Control Manning Report to HQ AMC/DOOC.

10.5.7. Controller Information File (CIF) items may be maintained for up to 6 months but will be removed after that period. CP managers will establish procedures for periodic CIF screening (at least monthly) to ensure items maintained in the CIF are current or have been removed when required. AFRC command posts will comply with CIF management requirements as outlined in AFRCI 10-203.

10.5.8. AFRC/ANG CPs will locally exercise the Conference SKYHOOK communications net a minimum of once each quarter. Additionally, the exercise will include the TRANSCOM/AMC COMMAND CENTER as a conferee once every 6 months. Conference SKYHOOK will be accomplished IAW AMCI 10-202, para **5.13.**

10.5.9. AFRC/ANG CPs may develop, utilize, and maintain locally produced forms to monitor mission movement. Information recorded on the forms will be sufficient to reconstruct the events regarding a mission should it be necessary. Procedures for accomplishing, maintaining, and disposing of these forms will be outlined in a local OI. Retention and disposition will be IAW applicable directives.

10.6. Communications/Equipment Requirements: AFRC CP's will comply with communications requirements outlined in AFRCI 10-203.

10.6.1. Minimum peacetime communications requirements are:

10.6.1.1. Access to secure telecommunications. A dedicated CP communications center is not required provided there are local base communications services.

10.6.1.2. Three base telephone lines.

10.6.1.3. Access to DSN.

10.6.1.4. UHF air/ground radio for direct contact with aircraft.

10.6.1.5. Land Mobile Radio System. The LMR system need not be on a dedicated or a control net but can be a part of an existing net depending on station workload and/or saturation of assigned frequencies.

10.6.1.6. Connectivity with weather service, crew scheduling, maintenance control, the commander, the operations group commander, assigned flying squadrons, base operations, and other supporting agencies as necessary (requirements may be satisfied through direct telephone lines or normal base telephone service).

10.6.1.7. Teleautograph or weathervision from the weather station if the CP is not collocated with the weather facility (not required if the unit is served by a civil or off base weather facility).

10.6.2. Process requests for communications service through normal ANG/AFRC command channels.

10.7. CP Facilities. The standardization of facilities defined in this volume will serve only as a guide for AFRC/ANG CPs. Display boards may be combined consistent with the unit's mission. AFRC/ANG units will identify an alternate CP location and ensure minimum communications connectivity is provided.

10.8. Controller Training. ANG CP controllers will be trained, certified, and tested IAW AFI 10-207 and **Chapter 4** of this regulation with the following modifications. AFRC controllers will be trained, certified and tested IAW AFI 10-207, AFRCI 10-203 and **Chapter 4** of this instruction.

10.8.1. Controller Certification Training. Controller certification/qualification training in at least one area will be accomplished within one year of assignment to an AFRC/ANG CP and completion of 3-level technical school.

10.8.2. Refresher training will be completed within 6 months for previously certified AMC controllers being assigned to the unit or after training start date

Chapter 11

COMMAND AND CONTROL ASSISTANCE PROGRAMS, SELF-INSPECTION, AMC STAFF ASSISTANCE VISITS, AND AMC COMMAND AND CONTROL REVIEW

11.1. Command and Control Assistance:

11.2. Higher Headquarters Field Visits (Active Duty Units). An AMC field visit is an official visit consisting of one or more AMC personnel from Headquarters AMC directorates and special staff offices. There are three categories of higher headquarters field visits: Inspection/Evaluation, Staff Assistance Visits (SAV) and Command and Control Reviews. The AMC Inspector General (IG) conducts Expeditionary Operational Readiness Inspections (EORI) and other directed inspections, e.g. En route Readiness Inspections (ERI), Nuclear Surety Inspections (NSI) and SIOP inspections. HQ AMC/DOOC conducts unit C2 Staff Assistance Visits and Command and Control Reviews.

11.3. Staff Assistance Visits. SAVs are periodic or recurring visits given by personnel from HQ AMC to subordinate units to improve the unit's resource management, mission effectiveness, and compliance with established procedures. C2 SAVs may be:

11.3.1. Requested by the unit commander, or:

11.3.1.1. Directed by the Director of Operations (HQ AMC/DO), or the Chief, Operations Management Division (HQ AMC/DOO).

11.3.2. Unit commander SAV requests should be forwarded to HQ AMC/DOO with an information copy addressed to HQ AMC/DOOC.

11.3.3. The body of the request should provide the following information:

11.3.3.1. What specific areas you want reviewed, i.e., SORTS, mission monitoring, etc.

11.3.3.2. When you want the SAV to be conducted.

11.3.3.3. Complete justification.

11.3.3.4. Name, rank, and phone numbers (DSN and FAX) of the unit C2 POC.

11.3.4. Normally C2 SAVs will not be conducted within 3 months before or after a unit's target inspection/evaluation month.

11.3.5. After reaching HQ AMC/DOOC, the staff will evaluate the SAV requirements and determine whether it can be supported during the requested time frame. The results of the determination will be forwarded to the requesting unit via message.

11.4. Self-Inspection Program. IAW AMCI 90-201, *The Inspection System,* HQ AMC/DOOC will provide Self-Inspection Checklists for units to easily access and use. Checklists are located on the HQ AMC/DOOC home page. AMC C2 agencies must establish a self-inspection program. The Self-Inspection monitor will be appointed in writing by the CP Chief.

11.4.1. Unit Self-Inspection programs must:

11.4.1.1. Be tailored to the organization's structure and mission.

11.4.1.2. Contain oversight mechanisms to provide adequate coverage of the organization's mission, resources, training, and people programs. These mechanisms may consist of periodically administered checklists, quality control or assurance reviews, internal audits, functional inspections, management information systems, numerical summaries, management objective reviews, analysis programs (trend, management, or comparative), etc.

11.4.1.3. Identify problems without regard to the difficulty of resolution.

11.4.1.4. Contain a feedback mechanism so identified problems can be tracked until resolved, waivers or outside assistance obtained, or limiting factors reported formally.

11.4.1.5. Contain a mechanism that will, according to importance or severity, direct problems to the proper level for action or attention.

11.4.2. Maintain the following items in a continuity binder or folder:

11.4.2.1. Self-inspection checklists, providing comprehensive, semi-annual inspections of all aspects of CP/AMCC functions and procedures.

11.4.2.2. A current copy of the most recent IG, SAV, and C2R reports (as applicable).

11.4.2.3. Documentation and results of semi-annual self-inspection reviews.

11.4.2.4. Track findings or problems until they are resolved or either waivers or assistance are obtained. Maintain documentation reflecting the current status of actions to date.

11.4.3. Conduct self-inspections according to local unit directives or singularly as a CP-only function. Conduct self-inspections at least semi-annually.

11.4.4. HQ AMC/DOOC will provide CP/AMCCs with a checklist of minimum inspection items to aid in the development of the CP/AMCCs self-inspection program. Units will use HQ AMC/SF provided security checklists. Tailor programs to the organization’s mission.

11.5. The Command and Control Review (C2R). The C2R is an AMC DOOC-funded visit to active duty AMC C2 agencies. The purpose of the visit is to provide guidance and assistance, and ensure compliance with base-line standards IAW HQ USAF and AMC C2 policy and procedures. The team will solicit feedback and suggestions on how to improve HHQ C2 guidance. It correlates customer requirements with AMC DOOC product and recognizes excellence.

11.5.1. AMC DOOC will schedule each AMC CP/AMCC for a visit every 2 years. AMC DOOC will publish a schedule each quarter. CPs/AMCCs will advise AMC DOOC of unit activities that may conflict with a scheduled visit. NLT 30 days before arrival, AMC DOOC will provide the scheduled unit command post/command with a message and/or e-mail confirming arrival/departure dates, team composition, and in-brief/out-brief availability. Team visits will normally be 2 or 3 days in duration.

11.5.2. The C2R team chief will in-brief the CP/AMCC Chief and Superintendent on the first duty day of the visit. In addition, the C2R team chief will also conduct an out-briefing on the final day of the visit.

11.5.3. HQ AMC/IG is the command “gatekeeper” for all inspection activities within AMC. The gatekeeper tracks and de-conflicts inspections and evaluations of field units to minimize impact. The gatekeeper evaluates inspection notifications to determine if they are duplicative or recently accomplished, and works with the inspecting agency and the affected commander to reschedule poorly timed

visits. Although local commanders retain the option of absorbing several concurrent visits, important visits occurring simultaneously must be visible to the gatekeeper and resolved in advance.

11.5.3.1. All inspections, assessments, or award visits occurring at an AMC host installation need to be cleared through the HQ AMC/IG gatekeeper. Address all questions concerning the gatekeeper program to HQ AMC/IGPS at DSN 779-0464.

11.5.4. The minimum areas to be reviewed are:

11.5.4.1. Emergency Actions. Review of AMC and all supported command checklists with emphasis on accuracy, structure, and content.

11.5.4.2. Daily Operations**.** Emphasis will be on QRCs, OIs, logs, and CIF.

11.5.4.3. Security. Concentration is on information and physical security, which includes entry control procedures.

11.5.4.4. Operational Reports**.** Primary focus will be on the contents and guidance in the reports guide, report coordination process, and report submission timeliness.

11.5.4.5. Reports. Includes all readiness and status reporting areas.

11.5.4.6. Management. Attention is on management policy and procedures, compliance with directives, general CP appearance, and overall CP effectiveness.

11.5.4.7. Training. Includes the entire range of controller training and certification and, where applicable, aircrew training.

11.5.4.7.1. During the visit, the C2R team will monitor one proficiency examination administered by the training manager. The CP management team will determine which controller team will receive the examination. The C2R team will monitor to evaluate the training program, not controller performance.

11.5.5. The team chief will complete a final report NLT 15 duty days after the team returns. Reports will be sent to AMC/DOO/DOOC/, the appropriate NAF and the command center chief of the visited unit.

11.5.6. HQ AMC/DOOC will:

11.5.6.1. Coordinate C2 Review schedule with all appropriate agencies.

11.5.6.2. Provide inspected leadership an authenticated entry authorization listing (EAL) that includes all team members and augmentation personnel. EALs must be completed IAW AFI 31-101, *The Air Force Installation Security Program*, paragraph 9.10.2.

11.5.7. Visited units will:

11.5.7.1. Grant unescorted entry into unit controlled/restricted areas to HQ AMC/DOOC team members who fulfill requirements of AFI 31-101, *The Air Force Installation Security Program*. The AF Form 1199-series and an EAL for supporting verification satisfy unescorted entry requirements for team members. Do not subject inspectors to any identification or search requirements not imposed on unit personnel. Additionally, grant access to information for which a team member has the appropriate clearance and a need-to-know to complete a review.

Chapter 12

FORMS PRESCRIBED

12.1. Forms Prescribed. AMC Form 5, **Command and Control Manning Report,** AMC Form 1027, **Record of Controller Formal Training,** AMC Form 1028, **Controller Certification Record ,** AMC Form 1029, **Record of Controller Recurring Training,** AMC Form 1030, Events Log.

ROGER A. BRADY, Major General, USAF
Director of Operations

Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References

AFPD 31-4, *Information Security*

AFMAN 10-20*6, Operational Reporting*

AFI 10-207, *Command Posts*

AFI 10-707, *Spectrum Interference Resolution Program*

AFJI 11-204, *Operational Procedures for Aircraft Carrying Hazardous*

AFI 21-101, *Maintenance Management of Aircraft*

AFI 31-101, *Air Force Installation Security Program*

AFI 31-207, *Arming and Use of Force by Air Force Personnel*

AFI 31-401, *Information Security Program Management*

AFI 32-1024, *Standard Facility Requirements*

AFI 33-324, *The Information Collections and Reports Management Program; Controlling Internal, Public and Interagency Air Force Information Collections*

AFI 33-332, *Air Force Privacy Act Program*

AFI 33-360, Volume 1, *Publications Management Program*

AFI 36-2201, *Developing, Managing, and Conducting Training*

AFMAN 37-123, *Management of Records*

AFH 32-1084, *Facility Requirements*

AFI 10-201/AMC Sup1, *Status of Resources and Training System (SORTS)*

AFI 10-205/AMC Sup1, *Availability of Major Command Commanders*

AFI 10-1102/AMC Sup1, *Safeguarding the Single Integrated Operational Plan (SIOP)*

AMCI 14-102, *Debriefing and Reporting*

AMCI 10-202, Volume 1, *AMC Command and Control Operations*

AMCI 10-202, Volume 4, *Contingency and Wartime Mobility Airlift Operations Management*

AMCI 10-202, Volume 5, *AMC Command and Control Operations*

AMCI 10-202, Volume 6, *Mission Reliability Reporting System (MRRS)*

AMCPAM 10-210, *Stage Crew Management*

AMCI 11-208, *Tanker/Airlift Operations*

AMCI 23-102, *Expeditious Movement of AMC VVIP and FSS Items*

AMCPAM 31-1, *Air Mobility Command Arming Policy*

AMCPAM 31-3, *Installation Security Constable Handbook*

AMCI 31-4, *Prime Knight*

AMCI 31-101, *The Air Force Installation Security Program*

AMCI 31-104, *The PHOENIX RAVEN Program*

AMCP 55-58, *AMC Headquarters Guide For Tanker Task Force Operations*

AMCI 90-201, *The inspection System*

AMCPAM 90-202, *Inspection Guide*

Abbreviations and Acronyms

AACE—Aircraft Alerting Communications Electromagnetic Pulse

ADPE—Automated Data Processing Equipment

AEF—Air Expeditionary Force

AFMS—Air Force manpower standard

AFOC—Air Force Operations Center

AFPC—Air Force Personnel Center

AFRC—Air Force Reserve Command

AFRS—Air Force Recruiting Service

AMOG—Air Mobility Operations Group

AMOS—Air Mobility Operations Squadron

AMS—Air Mobility Squadron

ANG—Air National Guard

AQP—Airport Qualification Program

ART—air reserve technician

ATP—annual training plan

AUTODIN—Automatic Digital Network

AWDS—Automatic Weather Distribution System

C2—command and control

C2R—command and control review

CAT—Crisis Action Team

CBC—controller basic checklist

CCP—command control procedures

CFETP—career field education and training plan

CFP—computer flight plan

CIF—controller information file

COMREP—command representative

COMSEC—communications security

CRO—criterion reference objective

CTO—controller training outline

CWC—chemical weapons convention

DEFCON—defense readiness condition

DOC—designed operational capability

DMS—Defense Message System

DSN—Defense Switching Network

EA—emergency action

EAC—emergency action checklist

EAM—emergency action message

EAP-AMC—Emergency Action Procedures--Air Mobility Command

EAP-CSAF—Emergency Action Procedures--Chief of Staff, United States Air Force

EHDC—Electromagnetic Pulse Hardened Dispersal Communications

EMP—Electromagnetic Pulse

ENS—Emergency Notification System

ETIC—estimated time in commission.

FPCON—Force Protection Condition

GATES—Global Air Transportation Execution System

GCCS—Global Command Control System

GETS—Government Emergency Telecommunications Service

GSA—General Services Administration

ISD—

INF—intermediate range nuclear force

JPRL—Job Performance Requirements Listing

LAN—local area network

LERTCON—alert condition

LMR—land mobile radio

MEGP—mission essential ground personnel

MOA—memorandum of agreement

MOC—maintenance operations center

MICAP—mission impaired capability awaiting parts

MTP—master training outline

NAT—North Atlantic Track

NEW—net explosive weight

NMCS—non-mission capable supply

OCF—operations control function

OPCON—operational control

OPREP—operational report

OPSEC—operations security

OWCP—Objective Wing Command Post

OS—Open Skies

POC—point of contact

POI—plans of instruction

PWS—performance work statement

QRC—quick reaction checklist

RCR—runway condition reading

RIKNA—rations in kind not available

SAAM—Special Assignment Airlift Missions

SACCS—STRATCOM Automated Command and Control System

SAR—security access requirement

SATCOM—satellite communications

SCATANA—Security control of Air Traffic and Air Navigation Aids

SIOP—single integrated operations plan

SOCS—Strategic Operational Conferencing System

SOW—statement of work

SRC—Survival Recovery Center

SRT—scheduled return time

START—Strategic Arms Reduction Treaty

STE—secure terminal equipment

TACSAT—tactical satellite communications

TALCE—tanker airlift control element

TOC—tanker operations center

TRA—theater readiness action

TSV—tactical secure voice

UMD—unit manpower document

UTC—unit type code

USMTF—United States message text format

UTP—unit training plan

VCR—videocassette recorder

WAPS—Weighted Airman Promotion System

WHMO—White House Military Office

WMP—War and Mobilization Plan

Terms

Additional Crew Member (ACM)—An individual possessing valid flight orders who is required to perform in-flight duties and is assigned in addition to the normal aircrew complement required for a mission.

Advanced Computer Flight Plan (ACFP)—An AMC system which replaced the Optimized MAC Computer Flight Plan (formerly Jeppesen). ACFP provides flight crews with winded, optimized flight plans for improved fuel economy and increased payloads. The flight planner uses a Microsoft Windows based interface and communicates with the mainframe located at Scott AFB IL. Once the optimized flight plans are calculated, they are returned to the user. Flight plans can be received in a format which will allow the user to open that flight plan in PFPS (Portable Flight Planning Software), ultimately allowing the user to manipulate the data and/or load the flight plan electronically into the aircraft mission computer. Creates electronic flight plan Forms 175 and 1801 for filing with FAA. Database derived from Digital Aeronautical Flight Information File (DAFIF) provided by NIMA. Future developments include a Web based interface and improved interoperability with AFMSS and AMC C2 systems.

Aeromedical Evacuation—Airlift service provided for the movement of patients by AMC aircraft assigned for aeromedical evacuation purposes.

Aeromedical Evacuation Control Team (AECT)—The AECT is the central source of expertise for aeromedical evacuation. This team is responsible for operational planning, scheduling, and execution of scheduled and unscheduled AE missions through the appropriate AE elements. The AECT monitors execution of AE missions and coordinates and communicates with theater planning cells and AE elements. The AECT advises and briefs the DIRMOBFOR on AE issues.

Aerospace Expeditionary Force (AEF)—An organization comprised of aerospace capabilities that provides tailored force packages to meet theater CINC needs across the full spectrum of military operations. AEFs are inherently capable of performing one or more of the Air Force's basic functions: counterair, counterspace, counterland, countersea, strategic attack, counterinformation, command and control, airlift, air refueling, spacelift, space support, special operations employment, intelligence, surveillance, reconnaissance, and combat search and rescue. The fundamental underpinning to the sustained execution of these functions is the Air Force's ability to provide the full complement of

Expeditionary Combat Support forces.

AMC History System (AHS)—The primary system for retrieving reliability data via pre-coded standard retrievals or unit specific requests for data. Replaces MAIRS.

Airborne Report (AIREP)—A report made by an aircraft while airborne concerning position, weather, and aircraft data. It is used for recording in-flight weather and position reports primarily when flying on over water missions.

Airlift Coordination Center (ALCC)—Organization the functions within the AOC to plan, coordinate, manage, and execute theater airlift operations in the AOR.

Airlift Control Team (ALCT)—The ALCT is the source of intra-theater expertise within the AMD. The ALCT brings intra-theater airlift functional expertise from the theater organizations to plan and coordinate intra-theater airlift operations in the AOR/JOA for the JFACC. TRANSCOM/AMC may augment the ALCT with intra-theater airlift expertise. These two sources of airlift expertise integrate into a single ALCT within the AMD.

Air Mobility Advanced Console System (AMACS)—Provides replacement and standardization of the telephone system used in CONUS AMC Command Posts. The system consists of a digital switching system; digital console phones with touch-screen operation, maintenance terminal, and interface units to all command and control radio circuits (HF, VHF, UHF, SATCOM, and LMR). AMACS also includes systems furniture for each console position. The system allows for up to 4 simultaneous conference calls with 20 participants each, and allows controllers to patch any radio with any telephone line. AMACS also included full recording capability of all telephone and radio circuits.

Air Mobility Advanced Console System II (AMACS II)—Provides replacement and standardization of the telephone systems used in OCONUS Air Mobility Control Centers (AMCC). The AMAC II system provides the same functionality as AMACS without the systems furniture

Air Mobility Control Center (AMCC)—AMCC is the functional name for the Command and Control (C2) flight which is a part of each Air Mobility Squadron (AMS). AMCCs provide C2 support at key en route locations. Normally OCONUS AMCCs manage all aircraft and aircrews operating AMC and AMC-gained missions through their location. Assigned personnel monitor strategic mobility missions, report mission movement for theater assigned C-130 forces (when operating on AMC missions), and coordinate ground support activities to include maintenance, aerial port services, and aircrew support for all AMC and AMC-gained missions transiting their station.

Air Mobility Control Unit (AMCU)—The terms "AMS, AMCF, ALCS, ALCF, USAFE AMS, and PACAF OSD" are interchangeable and describe the in-garrison unit identifier. Unless otherwise noted, the term "Air Mobility Control Unit (AMCU)" collectively refers to those units. (OPR: DOO)

Air Mobility Control Team (AMCT)—The AMCT serves as AMD's centralized source of air mobility C3 during mission execution. The Chief of AMD uses the AMCT to direct or redirect, as required, air mobility forces in concert with aerospace forces to respond to requirement changes, higher priorities, or immediate execution limitations. The AMCT deconflicts all air mobility operations into, out of, and within the AOR/JOA. The AMCT maintains execution process and communications connectivity for tasking, coordinating, and flight following with the AOC COD, subordinate air mobility units, and mission forces.

Air Mobility Division (AMD)—One of five divisions that make up the Air Operations Center (AOC). The AMD plans, coordinates, tasks and executes the air mobility mission. The AMD is comprised of five

elements: Air Mobility Control Team; Airlift Control Team; Aerial Refueling Control Team, Air Mobility Element, and the Aeromedical Evacuation Control Team. The AMD is directed by the DIRMOBFOR.

Air Mobility Element (AME)—The AME deploys to the theater as an extension of the AMC TACC. The AME may be requested when a DIRMOBFOR is established and TRANSCOM-assigned air mobility aircraft are employed in support of aerospace operations. It becomes an element of the AMD. The AME provides air mobility integration and coordination of TRANSCOM-assigned air mobility forces. The AME receives direction from the DIRMOBFOR and is the primary team for providing coordination with the TACC. Direct-delivery inter-theater air mobility missions, if required, will be coordinated through the AMD and tasked by the AMC TACC. The TACC commander maintains OPCON of direct-delivery missions during execution. The AME ensures the integration of inter-theater air mobility missions with intra-theater air and space operations planning. The Air Mobility Element coordinates with the TACC to resolve problems and provide C2 information on air mobility operations (i.e., deconflict use of airspace, airfield operations, and other assets to ensure the seamless integration of intra-theater and inter-theater air mobility operations).

Air Operations Center (AOC)—The principal air operations installation (land or ship based) from which all aircraft and air warning functions or tactical air operations are controlled. The AOC is the senior air operations element of the theater air control system.

Air Refueling Control Point (ARCP)—The planned geographic point over which the receiver(s) arrives in the observation/precontact position with respect to the assigned tanker. Ref. T.O. 1-1C-1

Air Refueling Control Team (ARCT)—The ARCT plans and tasks air refueling missions to support theater aerospace operations and coordinates air refueling planning, tasking, and scheduling to support an air bridge and/or global attack missions within the AOR/JOA.

Air Refueling Exit Point (A/R EXIT PT)—The designated geographic point at which the refueling track terminates. In a refueling anchor it is a designated point where tanker and receiver may depart the anchor area after refueling is complete.

Air Refueling Initial Point (ARIP)—A point located upstream from the ARCP at which the receiver aircraft initiates a rendezvous with the tanker.

Air Refueling Track—A track designated for air refueling.

Airlift Requirement—That tonnage (passengers, cargo, medical evacuees, and/or mail) required to be airlifted to or from an area during a definite period.

Allowable Cabin Load (ACL)—The maximum payload that can be carried on a landing gross weight, or by the maximum zero fuel weight.

Alternate Airfield—An airfield specified in a flight plan to which a flight may proceed when a landing at the point of first intended destination becomes inadvisable.

AMC-Assigned Airlift Forces—Airlift forces assigned to AMC and over which AMC/CC exercises operational control.

Air Mobility Element (AME)—An AMC-provided strategic air mobility element responsible to the TACC. Typically, the AME will be collocated with a theater air operations center (AOC), if one is formed, and remain under the operational control (OPCON) of AMC/CC through TACC/CC. The AME provides the forward-presence necessary to extend TACC control of USTRANSCOM-assigned strategic air mobility operations supporting a theater or AOR. The AME's primary functions are to monitor and

coordinate regional strategic air mobility forces and interface with theater air mobility forces.

Anchor Refueling—Air refueling performed as the tankers maintain a prescribed pattern, which is anchored to a geographical point, or fix.

Attainment—The time a commander completes all actions for a specific directed DEFCON or completes all implemented individual readiness actions.

Augmented Aircrew—A basic aircrew supplemented by additional aircrew members to permit in-flight rest periods. As a minimum, an augmented crew provides for in-flight rest for crewmembers, if they are authorized and required for aircraft being flown or missions being performed. Ref. AFI 11-202, Volume 3. (OPR: HQ AFFSA/XOF)

Authentication—A security measure designed to protect a communication system against the acceptance of fraudulent transmission or simulation by establishing the validity of a message, transmission, or originator

Block Time—Block-out time is the time when the aircraft chocks are withdrawn, brakes released, and the aircraft begins to taxi from parking for takeoff. Block-in-time is the time when the aircraft physically stops in its parking slot upon arrival and is chocked.

Blue Bark—US military personnel, US citizen civilian employees of the DoD, and the dependents of both categories who travel in connection with the death of an immediate family member. It also applies to escorts for dependents of military members traveling under competent orders.

Border Clearance—Those clearances and inspections required to comply with Federal, state, and local Agricultural, Customs, Immigration, and immunization requirements.

Channel Airlift—Common-user airlift service provided on a scheduled basis between two points.

Channel Traffic—The movement of passengers and cargo over established worldwide routes served by scheduled aircraft under the control of AMC or commercial aircraft under contract to AMC.

Change Of Operational Control (CHOP)—The date and time (Greenwich Mean Time-GMT) at which the responsibility for operational control of a force or unit passes from one operational control authority to another. The CHOP point is the geographical position where responsibility for operational control of a mission is transferred.

Civil Reserve Air Fleet (CRAF)—A fleet made up of civil aircraft volunteered by US carriers to augment the airlift capability of AMC in times of crisis or national emergency.

Closed Circuit Flightline Video (CCFV)—Provides closed circuit television system with taping capability. Monitors and camera controls are located in AMC Command Posts, Air Mobility Control Centers, and Security Forces control centers. Cameras are strategically placed and monitor aircraft parking, maintenance, and loading areas.

Close Hold Missions—Certain highly sensitive missions that require special handling, limited access, and modification to normal command and control procedures.

Close Watch Missions—Term used to ensure designated missions receive special attention, all possible actions are taken to ensure on-time accomplishment, and users are notified when delays occur or can be anticipated.

Coin Assist—Nickname designating dependent spouses, accompanying dependent children, and dependent parents of military personnel reported missing or captured who may travel space available on

military aircraft for humanitarian purposes upon approval of the Chief of Staff, US Army; Chief, Naval Operations; Chief of Staff, US Air Force; or the Commandant of the Marine Corps.

Command & Control Information Processing System (C2IPS)—An integral part of the Command and Control (C2) System. C2IPS is the primary unit -level C2 system for AMC and AMC gained units. Data bases at each large node allow for sharing of C2 information through local and wide area networking. C2IPS interfaces directly with, and automatically updates the Global Decision Support System (GDSS). Organizations use C2IPS to conduct scheduling activities and to track aircraft generation, cargo handling/loading, and aircraft servicing. C2IPS links each unit level functional area through the use of an automated system. It was designed to share mission information from the earliest phases of mission planning to the final phase of the mission execution.

Command And Control Manager—The OIC, chief, superintendent, or NCOIC directly in charge of the CP/AMCC.

Command & Control System—The facilities, equipment, communications, procedures, and personnel essential to a commander for planning, directing, and controlling operations of assigned forces pursuant to the mission. The facilities, equipment, communications, procedures, and personnel essential to a commander for planning, directing, and controlling operations of assigned forces pursuant to the mission assigned.

Command Post (CP)—A C2 center from which the commander and staff direct actions in support of the unit's assigned mission. The CP is the focal point of the unit operation, and as such receives and disseminates orders, information, and requests necessary for the C2 of assigned forces and operations. Each Air Force base has some type of CP--base, wing, major command (MAJCOM)- or (in rare cases) a combination of CPs at the same base. The number of personnel required to operate a CP depends on the mission supported. Air Mobility Control Centers (AMCCs) are primarily located overseas with the exception of Dyess AFB TX.

Common User Airlift Service—The airlift service (military or commercial augmentation) provided on a common basis for all DoD agencies and as authorized for other components of the US government.

Conference Skyhook—Communication conference available to help aircrews solve in-flight problems that require additional expertise. Ref. AFI 11-2 MDS-Specific Volume 3.

Crisis Support Staff (CSS)—The AMC Crisis Support Staff (CSS) is directed by the TACC/CV and consists of highly qualified individuals from AMC directorates and special staff agencies. The CSS supports the AMC Crisis Action Team by expediting staff work required to fulfill mobility requirements.

Deadhead Time—Duty time for crew members, positioning or de-positioning for a mission or mission support function while not performing crew duties.

Defense Switched Network (DSN)—The basic general-purpose switched voice network of the Defense Communications System (DCS).

Departure Time—The take off time for an aircraft as recorded by a control tower (or flight service station) and relayed to base operations or applicable command and control agency.

Designated Courier—An officer or enlisted members in the grade of E-7 or above of the US Armed Forces, or a Department of State Diplomatic Courier selected by the Defense Courier Service to accept, safeguard, and deliver courier material as directed.

Diversion—Operational term for the in-flight change of an aircraft's intended destination to any other

airfield. Diversion is differentiated from a reroute in that a diversion occurs during flight.

DV/VIP—Distinguished visitor/very important person. Military passengers, including those of friendly nations, of star, flag rank, or equivalent status to include diplomats, cabinet members, and members of Congress. Others may be designated as VIPs due to their mission or position by the agency of the Department of Defense authorizing the individual's travel. BLUE BARK passengers are handled by AMC as VIPs. DV/VIP Codes are listed in the DoD Flight Information Publication, *General Planning.* The following codes are extracted from paragraph 4-3 of that document:

Designator Letter	**Service Category**
A	Air Force
R	Army
C	Coast Guard
M	Marine Corps
V	Navy
S	Civilian
F	Foreign Civilian or Military
Code Number	**Type VIP**
1	President, Head of State of Foreign Country or Reigning Royalty
2	Vice President, Governor (in his own state), former Presidents, Cabinet members, CJCS, Service Chiefs, Unified/Specified CINCs (4 star rank)
3	Governor of Guam/Virgin Islands, General/Admiral (O-10), Unified/Specified CINC (3 star rank)
4	Lieutenant Generals/Vice Admirals (O-9), GS-18
5	Major Generals/Rear Admirals (upper half) (O-8), GS-17
6	Brigadier Generals/Rear Admirals (lower half) (O-7), GS-16
7	Colonels (USAF, USA, USMC)/Captains (USN) (O-6), GS/GM-15
8	Senior Enlisted Advisors of the Armed Services (E-9)

Emergency Actions—The term used by command and control agencies identifying actions, procedures, and communications used during periods of tension or increased readiness, whether or not an increased LERTCON/DEFCON has been declared.

Emergency Action Messages (EAM)—Messages through which JCS and subordinate commanders pass significant directives to their forces.

En Route Station—Station between points of origin and destination at which missions will stop.

Engines Running Onload And Offload (ERO)—Off or onload of passengers and cargo with aircraft engines running to expedite aircraft movement or meet the time requirements of unit moves, joint training operations, exercises, and contingencies.

Expeditionary Aerospace Force (EAF)—The EAF is the 21st Century Air Force. A force that is organized, trained, and equipped to execute Global Engagement while meeting the National Military

Strategy's mandate to shape the international environment, respond to a full spectrum of crises, and prepare now for the demands of the modern security environment.

Global Air Traffic Management (GATM)—AMC's program to equip for future worldwide Communication Navigation Surveillance/Air Traffic Management (CNS/ATM) requirements.

Global Command And Control System (GCCS)—GCCS is a single, global C4I architecture to support the war fighter, whether from a foxhole or from a Commander in Chief's (CINC's) command post. A major part of the initial GCCS application environment is JOPES, which was migrated, translated, and developed from legacy and prototype subsystems, to run within the GCCS infrastructure. GCCS replaced the Worldwide Military Command and Control System (WWMCCS).

Global Decision Support System (GDSS)—AMC's primary force-level command and control (C2) system. The primary node at Scott AFB supports the Tanker Airlift Control Center (TACC) and other HQ AMC users. GDSS is used to manage the execution of airlift and tanker missions. GDSS receives airlift schedules from the Airlift Deployment Analysis System (ADANS) and interfaces with other automated systems including the Command and Control Information Processing System (C2IPS) at the wing level and the Global Transportation Network (GTN) at the Joint level.

Ground Time—Period of time an aircraft is on the ground. Ground time for military and commercial aircraft differ; military aircraft ground time is computed from landing to takeoff, while commercial aircraft is from block-in to block-out.

Global Transportation Network (GTN)—An integrated network of command, control, communication, and computer systems as well as related procedures, policy, and personnel in support of USTRANSCOM's global transportation management and operations.

GMT—Greenwich Mean Time. Also called Zulu time. Used as the standard time throughout the world.

Hazardous Cargo/Materials—Explosive, toxic, caustic, nuclear, combustible, flammable, biologically infectious, or poisonous materials that may directly endanger human life or property, particularly if misused, mishandled or involved in accidents.

Hammer Ace—Air Force Communications Agency (AFCA) assigned personnel performing essential communication missions carried by OSA aircraft for accident investigations.

International Civil Aviation Organization (ICAO) Codes—Four letter codes which identify specific locations. The first letter indicates the ICAO region and the nation/location by the last three letters. All Continental US codes begin with "K." (For example: "KCHS" designates Charleston AFB and "KDOV" stands for Dover AFB.) This listing also includes Encode and Decode listings, i.e., 4-letter code to airport and airport to 4-letter code.

Joint Airborne/Air Transportability Training (JA/ATT)—A JCS-directed, AMC-managed program which provides basic airborne and combat airlift proficiency/continuation training for airdrop, assault airland, and aircraft static loading conducted in a joint DoD environment. It ensures continued combat readiness of forces assigned and/or programmed for assignment to unified commands.

Logistics Airlift (LOGAIR)—Long-term commercial airlift service within CONUS contracted by AMC and administered by HQ Air Force Materiel Command for the movement of cargo in support of the logistics systems of the military services.

Maintenance Codes —

a. Fully Mission Capable (FMC)
b. Partially Mission Capable (PMC)
c. Not Mission Capable (NMC)
   (1) Maintenance (NMCMM)
   (2) Supply (NMCS)
   (3) Both (NMCB)

Manifest—Hard copy record of cargo and passengers airlifted on aircraft operated by, for, or under the control of the Air Force.

M-Day—The effective date for mobilization.

Mission Management—The function of organizing, planning, directing, and controlling AMC airlift and/or tanker mission operating worldwide. Mission management includes mission execution authority, the authority to direct where and when a mission goes and what it does once it arrives there. The TACC and AME controllers are mission managers.

Mission Monitoring—The function of organizing, planning, directing (limited), and controlling AMC airlift and/or tanker missions operating through their location. Mission monitoring does not include mission execution authority. CP/AMCC/TALCE controllers are mission monitors.

Mission Support Element (MSE)—A MSE is an individual unit performing specific functions required to support airlift operations. Examples of MSEs are maintenance, aerial port, security forces, weather, intelligence, and flying safety. These MSEs may be deployed to support TALCEs or existing AMC/non-AMC operations throughout the world. When deployed with a TALCE, the MSE is under the direct command of the TALCE commander. When deployed to augment an existing operation, a MSE is under the command of the supported unit commander or controlling AMC agency.

Mission Support Team (MST)—A team of air mobility specialists deployed to provide a smaller scale level of support when a full TALCE is not required. An MST may include loadmasters, aerial port, and other specialties, as needed.

Minimize—A procedure for reducing traffic on common-user record and voice circuits during emergencies.

National Command Authorities (NCA)—The National Command Authorities consist only of the President and the Secretary of Defense, their successors or duly deputized alternate. The chain of command runs from the President to the Secretary of Defense to the commanders of unified and specified commands. The channel of communication for execution of the SIOP and other time-sensitive operations shall be from the President through the Chairman of the Joint Chiefs of Staff to the executing commanders.

Payload—The combined weight of passengers, baggage, mail, and cargo carried on an airlift mission.

Prime Nuclear Airlift Force (PNAF)—Designated AMC airlift squadrons and aircrews trained and certified for peacetime movement of nuclear cargo

Quick Turn—Procedures designed to expedite the movement of selected airlift missions by reducing ground times at en route or turnaround stations.

Readiness—JCS defines Operational Readiness as the capability of a unit, weapon system, or equipment to perform the mission or function it is organized or designed to undertake. It may also be used in general

sense to express a level or degree of readiness posture. When used in this latter context, JCS has directed all references to readiness posture be classified SECRET.

Scheduled Takeoff Time—That takeoff time as established in the AMC cargo or passenger schedule or operation orders. For air aborts and diversions, this will be the total of block-in plus authorized ground time. Early deviation does not apply to aborts and diversions unless the mission is formally rescheduled.

Secure Facsimile—A secure device used to transmit over any radio or wireline circuit, messages, forms, drawings, maps, etc.

Security Control Of Air Traffic And Air Navigation Aids (SCATANA) —Emergency plan that allows Commander in Chief, North American Aerospace Defense Command's to implement measures for security and control of both civil and military air traffic and navigational aids.

Special Assignment Airlift Mission (SAAM)—Those airlift requirements that require special consideration due to the number of passengers involved, weight or size of cargo, urgency of movement, sensitivity, or other valid factors that preclude the use of channel airlift.

Special Air Mission (SAM)—Those missions operated by the 89 AW in support of the special airlift requirements of the Department of Defense.

Status Of Resources Training System (SORTS)—The JCS controlled system that provides authoritative identification, location, and resource information to the National Command Authorities (NCA) and the Joint Chiefs of Staff (JCS).

Tactical Secure Voice (TSV)—Provides COMSEC equipment to secure radio communications between AMC Command Posts/Air Mobility Control Centers and AMC aircraft.

Tanker Airlift Control Center (TACC)—The HQ AMC agency conducting centralized command and control of AMC-assigned and AMC-gained resources. This facility is responsible for scheduling and control for all air refueling and airlift resources worldwide. It is the focal point for managing Air Force taskings and Department of Defense support.

Tanker Airlift Control Element (TALCE)—A composite organization of qualified AF personnel tailored to support operational missions transiting locations where AMC C2 and mission reporting are nonexistent or require augmentation.

Theater-Assigned/Attached Airlift Forces—Airlift forces of AMC that are assigned or attached to a unified command for employment within the unified commander's theater of operations. These forces are under the command of the AMC/CC and under the operational control of the theater commander.

Uhf Satellite Terminal System (USTS)—A ground and airborne, portable data and voice communications system to be used over DoD satellite assets for command and control of AMC operations. System will provide multiple access message and data communications in both secure and nonsecure modes.

United States Message Text Format (USMTF) Program—The Secretary of Defense mandated message format standard. The objective of the program is to produce messages that are both human readable and machine processable; reduce the time and effort required to draft, transmit, analyze, interpret, and process messages; improve information exchange through vocabulary control; provide uniform reporting procedures to be used in all defense conditions from peacetime through crises, war, and post-attack; and facilitate exchange information between the United States and allied commands and reduce or eliminate dual reporting by U.S. units when they operate with allied commands or units or after

their change of operational control to allied nations or organizations.

Very Very Important Parts (VVIP)—A designation applied to certain spare aircraft parts which due to their high value, critical shortage, or immediate need to support NMCS requirements, must receive special handling during shipment.

Transportation Working Capital Fund (TWCF) —Established to finance the operations of the Single Manager Operating Agency for Airlift Service. TWCF pays for operating costs, which are replenished by charging airlift users for services performed. It is also used as a management tool to promote the efficient use of the airlift by-product of AMC's peacetime training program.

ZULU—Universal Coordinated Time, used as the prime basis of standard time throughout the world. ZULU time is used in all EAMs and OPREPs.

Attachment 2

COMMAND POST PUBLICATIONS LISTING

A2.1. Purpose. This listing is provided as a guide to assist CP/AMCC managers and AMC COMREPs in determining which publications should be maintained in the CP/AMCC publications library. The list is not all-inclusive and is intended primarily as a guide.

A2.2. JCS/DoD Publications:

JCS Pub 1-03-05, Joint Reporting Structure, Operational Status Reports.

DoD Regulation 5200.1R/AFPD 31-4, *Information Security*

DoD 5210.41M, *Nuclear Weapons Security Manual*

A2.3. Air Force Publications :

AFIND 2, *Numerical Index of Standard and Recurring Air Force Publications*

AFPD 10-1, *Mission Directives*

AFI 10-201, *Status of Resources and Training System*

AFMAN 10-206, *Operational Reporting*

AFI 10-207, *Command Posts*

AFI 10-402, *Mobilization Planning*

AFI 10-707, *Spectrum Interference Resolution Program*

AFI 10-1101, *Operations Security*

AFI 10-1102, *Safeguarding the Single Integrated Operational Plan (SIOP)*

AFI 11-2C-5, Volume 3, *C-5 Operations Procedures*

AFI 11-2C-9, Volume 3, *C-9 Operations Procedures*

AFI 11-2C-17, Volume 3, *C-17 Operations Procedures*

AFI 11-2KC-135 Volume 3, *C/KC-135 Operations Procedures*

AFI 11-2C-141, Volume 3, *C-141 Operations Procedures*

AFI 11-201, *Flight Information Publications*

AFI 11-202, Volume 3, *General Flight Rules*

AFI 11-221, *Air Refueling Management (KC-10 and KC-135)*

AFI 11-289, *Phoenix Banner, Silver, and Copper Operations*

AFI 11-299, *Nuclear Airlift Operations (FOUO)*

AFI 11-401, *Flight Management*

AFI 13-201, *Air Force Airspace Management*

AFI 13-202, *Overdue Aircraft*

AFI 13-207, *Preventing and Resisting Aircraft Piracy (Hijacking)*

AFMAN 16-602, *The Strategic Arms reduction Treaty (START) Tracking and Reporting System (STARS) User Manual*

AFMAN 23-110, *USAF Supply Manual*

AFI 25-201, *Support Agreements Procedures*

AFPD 31-4, *Information Security*

AFI 31-101, *The Air Force Installation Security Program*

AFI 31-210, *The Air Force Antiterrorism/Force Protection (AT/FP) Program Standards*

AFI 31-401, *Information Security Program Management*

AFI 31-501, *Personnel Security Program Management*

AFI 32-1024, *Standard Facility Requirements*

AFH 32-1084, *Facility Requirements*

AFI 33-209, *Operational Instruction for the Secure Telephone Unit (STU-III) Type 1*

AFI 33-210, *Cryptographic Access Program*

AFI 33-211, *Communications Security (COMSEC) User Requirements*

AFI 33-322, *Records Management Program*

AFH 33-337, *The Tongue and Quill*

AFI 33-360 Volume 1, *Publications Management Program*

AFI 36-108, *Air Reserve Technician (ART) Program*

AFI 36-2101, *Classifying Military Personnel (Officers and Enlisted)*

AFMAN 36-2105, *Officer Classification*

AFMAN 36-2108, *Airman Classification*

AFI 36-2201, *Developing, Managing, and Conducting Training*

AFMAN 36-2234, *Instructional System Development*

AFI 36-2402, *Officer Evaluation System (OES)*

AFI 36-2403, *The Enlisted Evaluation System (EES)*

AFI 36-2803, *The Air Force Awards and Decorations Program*

AFI 36-2903, *Dress and Personal Appearance of Air Force Personnel*

AFMAN 37-123, *Management of Records*

AFI 37-124, *The Information Collections and Reports Management Program; Controlling Internal, Public, and Interagency Air Force Information Collections*

AFMAN 37-126, *Preparing Official Communications*

AFDIR 37-135, *Air Force Address Directory*

AFI 37-138, *Records Disposition--Procedures and Responsibilities*

AFI 37-160, Volume 7, *The Air Force Publications and Forms Management Programs--Publication Libraries and Sets*

AFI 91-101, *Air Force Nuclear Weapons Surety Program*

AFI 91-202, *The US Air Force Mishap Prevention Program*

AFI 91-204, *Safety Investigations and Reports*

AFPAM 10-709, Volume 1, *US Message Text Formatting (FOUO)*

A2.4. AMC Publications

AMCIND 2, *Air Mobility Command Publications Index*

AMCI 10-202, Volume 1, *AMC Command and Control Operations*

AMCI 10-202, Volume 2, *AMC Command and Control (C2) Responsibilities and Procedures*

AMCI 10-202, Volume 3, *Contingency and Wartime Air Mobility Management*

AMCI 10-202, Volume 5, *(S) Emergency Action Procedures for AMC (U)*

AMCI 10-202, Volume 6, *Mission Reliability Reporting System (MRRS)*

AMCI 10-450, Volume 1, *(S) KC-135 SIOP Generation/Expanded Alert (U)*

AMCI 10-450, Volume 2, *KC-135 SIOP Planning*

AMCI 10-450, Volume 3, *(S) Aircraft Performance Factors (U)*

AMCI 10-450, Volume 4, *Support of Alert Forces*

AMCI 11-208 *Tanker/Airlift Operations*

AMCI 21-112, *GO81 System Management Procedures*

AMCI 21-101, *Maintenance Management Procedures*

AMCI 21-112, *Maintenance, GO81 Systems Management Procedures*

AMCI 31-104, *The PHOENIX RAVEN Program*

AMCI 34-1, *Prime Knight*

AMCPD 33-1, *Instruction for Combat Crew Communications (CCC)*

AMCPAM 31-2, *Air Reserve Component Advisory Program*

AMCI 31-401, *Control of North Atlantic Treaty Organization (NATO) Documents*

AMCI 33-101, *(FOUO) Instruction for Combat Crew Communications (CCC)*

AMCI 90-201, *The Inspection System*

AMCPAM 90-202, *Inspection Guide*

A2.5. Miscellaneous:

AFKAO-1, *USAF Voice Call-Sign Instructions*

AFKAI-1 *(C) USAF Voice Call-Sign List (U)* (web-based product)

AFKAG-33 *(FOUO) Manual Cryptosystems*

AKAA-106 *(TS) Secure Voice Top Secret Authentication System (U)*

Triad Authentication System

AKAC-493, *Strategic Airlift Operations Code (Worldwide)*

DoD Foreign Clearance Guide

FLIP Planning-Worldwide

FLIP (En Route) IFR Supplement and En Route Charts (encompassing routes over which airlift aircraft are dispatched)

FLIP (Terminal) Instrument Approach Procedures

Location Identifier Handbook-FAA Publication 7350

Location Identifier ICAO Document 7910

Applicable authentication systems and operations codes for the geographical area

Special Weapons Overflight Guide - SWOG (TS)

Special Weapons Overflight Guide - SWOG (U)